Medway Council Strategic Risk Register - Quarter 4 2021/22

Ref	Page	Risk	Owner	Inherent Risk Score	Current Risk Score	Target Risk Score	Movement (since last qtr)	Definition (current score) (L-likelihood) (I-impact)	Council Priority/ Values	O&S Committee
SR03B	4	Finances	Chief Operating Officer	**AI**	**AI**	**CIII**	→	L – very high I – catastrophic	All Values	BS
SR46	9	Medway's Economic Recovery from Covid19	Assistant Director Regeneration	**BII**	**BII**	**CII**	→	L – high I – major	All Values	BS
SR09A	15	Meeting the needs of Older People and Working Age Adults	Director of People – Children and Adults Services	**AI**	**BII**	**CII**	→	L – high I – major	People	HASC
SR09B	21	Failure to meet the needs of children and young people	Director of People – Children and Adults Services	**BII**	**BII**	**DIII**	→	L – high I – major	People	CYP
~~SR26~~	~~35~~	~~Non-delivery of Children's Services Improvement~~	~~Director of People – Children and Adults Services~~	~~**AII**~~	~~**CII**~~	~~**DIII**~~	→	~~L – significant I – major~~	~~People~~	~~CYP~~
SR32	39	Data and information	Director of People, Assistant Director Legal & Governance	**BII**	**CII**	**DIII**	→	L – significant I – major	All Values	BS
SR36	46	Alternative service delivery models	Assistant Director Regeneration, Chief Operating Officer	**BII**	**BIII**	**CIII**	→	L – high I – moderate	All Values	BS
SR37	52	Cyber Security	Chief Operating Officer	**AI**	**AI**	**CI**	→	L – very high I – catastrophic	All Values	BS
SR39	62	Financial Pressures on SEN Budgets	Assistant Director Education and	**BII**	**BII**	**DIII**	→	L – high I – major	People	CYP

Ref	Page	Risk	Owner	Inherent Risk Score	Current Risk Score	Target Risk Score	Movement (since last qtr)	Definition (current score) (L-likelihood) (I-impact)	Council Priority/ Values	O&S Committee
			SEND							
SR02	65	Business continuity and emergency planning	Director of Place and Deputy Chief Executive, Chief Operating Officer	**CI**	**DII**	**DII**	→	L – low I – major	All Values	BS
SR17	70	Delivering regeneration	Director of Place and Deputy Chief Executive	**BII**	**BII**	**CII**	→	L – high I – major	Growth	RCE
SR47	78	Climate Change	Assistant Director Frontline Services	**AII**	**AII**	**DIII**	→	L – very high I – major	Place	RCE
SR49	81	Income Reduction due to Covid19	Chief Operating Officer	**AI**	**CII**	**CII**	→	L – significant I – major	All Values	BS
SR50	86	Delivering £170m Housing Infrastructure Fund (HIF) programme	Assistant Director Regeneration	**BII**	**CII**	**CII**	→	L – significant I – major	Growth	RCE
~~SR52~~	~~90~~	~~A new severe pandemic, e.g. flu, Covid-xx, MERS or other, more serious than Covid-19~~	~~Director of Public Health~~	~~**BI**~~	~~**BI**~~	~~**BIII**~~	~~**NA**~~ →	~~L – high I – catastrophic~~	~~People~~	~~HASC~~

Strategic Risk Profile

Key

Low risk/priority	Green
Medium risk/priority	Amber
High risk/priority	Red

Very high likelihood A	Amber	Red	Red 47	Red 03B, 37
High likelihood B	Amber	Amber 36	Red 46, 09A, 09B, 39, 17	Red ~~52~~
Significant likelihood C	Green	Amber	Red ~~26~~, 32, 49, 50	Red
Low likelihood D	Green	Amber	Amber 02	Amber
Very low likelihood E	Green	Green	Amber	Amber
Almost impossible F	Green	Green	Amber	Amber
	Minor impact IV	Moderate impact III	Major impact II	Catastrophic impact I

KEY	update

STRATEGIC RISK: SR03B: FINANCES
RISK OWNER: CHIEF OPERATING OFFICER
PORTFOLIO: LEADER
Current Residual Risk Score AI (Likelihood – very high. Impact – catastrophic) Demographic pressures in adult social care, children's care and Special Educational Needs and Disabilities (SEND) remain a significant issue, but this has been further exacerbated by the impact of the Covid19 pandemic. The government moved swiftly to address the in-year pressures, both in terms of direct expenditure and losses of income and during 2020/21 it was enough to cover these pressures. It also put in place a generous package of support for businesses and vulnerable people, which for now has insulated the economy from the worst effects – business failure and unemployment. The local government settlement confirmed earlier this year identified the resources available to local authorities, including further funding to address the continued impact of the pandemic in the current financial year. Other than this, a major part of the increase in the council's spending power came in the form of additional flexibility to raise additional council tax, through another round of the so-called 'adult social care precept'. The view across the sector, particularly upper tier authorities, is that the funding is still insufficient, and like Medway, many authorities have been compelled to call upon reserves to balance their 2021/22 and 2022/23 budgets, with some continuing to highlight the risk of Section 114 notices. Against this challenging backdrop the residual risk remains at AI.
Inherent Risk Score AI There continues to be a major risk over the council's ability to deliver a balanced budget, whilst at the same time delivering good quality services to the people of Medway. The government has still failed to address the inherent under-funding of both adult social care and services for children and it is this that remains the most significant risk to the sustainability of upper tier authorities. The move away from central support from government and greater reliance on local taxation through council tax and retained business rates, whilst providing local authorities with the opportunity to benefit directly from growth, also brings with it significant risks to overall funding. To date, the government's continued reliance on one-year settlements has exacerbated uncertainty and made planning difficult. However, the government have confirmed that on 27 October 2021, the Autumn Statement will outline a three-year local government finance settlement.
Target Residual Risk Score CIII The objective of the medium-term planning process is to forecast the budget 'gap' over several years, taking into account assumptions around demographic, inflationary and other pressures and projecting forward the future funding from council tax, business rates and government grants. Ultimately the aim would be to get to a position where ~~a Medium-Term Financial Strategy (MTFS)~~ our financial projections, through robust

strategic plans, presents a balanced budget year-on-year, protecting and increasing reserves and providing assurance to the council that its financial position is secure and sustainable. In previous years ~~an~~ Medium-Term Financial Strategy (MTFS) has been prepared for the Cabinet in autumn. However, ~~the ongoing effects of the pandemic continue to impact on both expenditure and income and as the government is not set to announce its Spending Review until 27 October 2021,~~ as the government continues to rely on one year settlements, it was not possible to produce meaningful projections across the medium term ~~at this stage~~ again this year. Instead, a Financial Outlook 2022/23 Report was presented to Cabinet in September ~~and from February 2022 our medium term projections will be reported to Cabinet alongside the final budget presented to its meeting in February of each year~~ and this will be our approach going forward.

There will always ~~however~~ be a significant residual risk, as the MTFS/Financial Outlook projections are based upon uncertain assumptions in respect of the council's tax base, the government's finances, demographic pressures, inflation, interest rates and the economic climate.

Trigger

The years of austerity and annual reductions in central support from government, allied to the capping of council tax increases and the introduction of the business rate retention scheme. Allied with the demographic pressures in both adult social care and children's care, pressures in relation to homelessness and pressures on pay and prices, not least the national living wage, the outlook for local authority finance remains challenging, exacerbated by the impact of the Covid19 pandemic.

Consequence

- Very difficult decisions around funding allocation.
- Service cuts.
- Quality of service compromised.
- Cutback in staffing within an already lean organisation.
- Qualified Value for Money (VFM) judgement by the external auditor.
- Negative local publicity.
- Damage to reputation.

Opportunities and the way forward

The key to improving the effectiveness of the council's financial planning and management is to address the uncertainty around future funding and improve the forecasting of cost pressures. The failure of central government to articulate how it intends to ensure the sustainability of local government has made this task virtually impossible, however the Finance Management team continue to work closely with colleagues within the Planning and Regeneration teams with a view to more accurately projecting future council tax and business rates. The Covid19 pandemic continues to cause far-reaching impacts, not least on the council's financial sustainability, and has exacerbated how challenging it is to project future resources. However, it has also offered an opportunity and impetus to review the types of services we offer and the way we provide them.

STRATEGIC RISK: SR03B: FINANCES

Mitigating Action: SR03B.01: Need to ensure effective response to the spending review, but also lobbying for greater local powers to raise revenues

Lead Officer: Chief Finance Officer

Desired Outcome: Expected Output

Co-ordinate responses with members, brief Members of Parliament (MPs), agree a media campaign, and solicit support from peer authorities / partnerships.

Positive conclusion following external audit work on Value for Money in respect of the adequacy of financial planning and effective budgetary control.

Increased devolution of tax raising powers to the council.

The Covid19 crisis has made meaningful longer-term planning impossible and so the sector continues to lobby for a meaningful long term spending review. Alas, the sector is expecting to see a continuation of single year settlements for some time yet.

Progress update April 2022

In spite of Medway supporting some significant sector-wide lobbying, the settlement was disappointing, again representing a one year settlement and offering little assurance of an improved settlement year-on-year.

Progress update December 2021

The Chancellor's Autumn Statement did indeed outline departmental expenditure limits for the next three years, however this did not then manifest in a three year provisional settlement. The settlement has in part responded to the pressures in Adult Social Care, but still falls a long way short of providing the funding that upper tier local authorities have been lobbying for.

STRATEGIC RISK: SR03B: FINANCES

Mitigating Action: SR03B.02: Align priorities and activity of the council to resource availability through the MTFS process

Lead Officer: Corporate Management Team

Desired Outcome: Expected Output

Robust financial planning and management, ensuring financial risks are identified and managed effectively.

Identification and delivery of a range of savings and income generating initiatives.

Co-ordinate responses with members, agree a media campaign, solicit support from peer authorities.

Balanced budget with resources aligned to priorities, delivery of VFM and savings to ensure financial sustainability in the medium-term.

Positive conclusion following external audit work on Value for Money in respect of the adequacy of financial planning, effective budget control, balanced budget and adequacy of reserves.

STRATEGIC RISK: SR03B: FINANCES
Mitigating Action: SR03B.02: Align priorities and activity of the council to resource availability through the MTFS process

Milestones
Medium Term Financial Strategy (replaced by Financial Outlook 2022/23 for 2021) in November.
Capital and Revenue budget agreed by council in February.

Progress update April 2022
The organisation responded well to the challenge and the council eventually agreed a budget, underpinned by around £5m of reserves. This will in part be met from the forecast underspend in the 2021/22 financial year, however this is not sustainable and future budget setting will be reliant on significant action to address the pressures primarily manifesting within Children's Services and Adult Social Care.

Progress update December 2021
The work that was undertaken principally within the Finance and Business Improvement division, but with input from the service directorates, has significantly reduced the 'gap' in next year's revenue budget down to a level that feels achievable, but unless further savings are identified in advance of the council's Annual Budget Meeting, it is unlikely that the council will be able to set a budget without recourse to reserves.

STRATEGIC RISK: SR03B: FINANCES
Mitigating Action: SR03B.03: Create resources for investment priorities

Lead Officer: Corporate Management Team

Desired Outcome: Expected Output
Track funding opportunities.
Maximise capital receipts on asset disposal.
Prudential borrowing.
Revenue returns from investments and capital assets and appreciation in capital asset values.

Progress update April 2022
In setting the 2022/23 budget, the council agreed a £15m increase to its already ambitious capital programme and a further £2m transformation and improvement activity, using flexibilities over capital receipts. The Children and Adults budget is underpinned by hundreds of thousands of pounds in 'invest to save' schemes.

Progress update December 2021
Whilst the council has enjoyed a couple of successful years, in terms of generating capital receipts, it's unlikely that these will be sufficient to fund all of the requirements identified in the Capital Strategy. The administration is currently considering how to prioritise its limited capital receipts between actual capital schemes and the need to use its flexibilities to fund transformational projects and the council's

STRATEGIC RISK: SR03B: FINANCES **Mitigating Action: SR03B.03**: Create resources for investment priorities
ongoing improvement programmes.

STRATEGIC RISK: SR03B: FINANCES **Mitigating Action: SR03B.04**: Delivery of digital transformation programme
Lead Officer: Transformation Board
Desired Outcome: Expected Output Development of high-quality digital services. Delivery of efficiency savings through enhanced processes. High quality digital services and reduced service delivery cost. Improved value for money in the delivery of council services.
Progress update April 2022 The council has confirmed its support for the work of the Business Change team by continuing to fund this next year, and a number of significant workstreams are planned for the next 12 months.
Progress update December 2021 With the support of the Business Change team, service directorates have a number of major efficiency work streams in progress that have helped to close the budget gap for next year. As referenced above, it is likely that the administration will continue to avail itself of the flexibility around the use of capital receipts, in order to continue this work.

STRATEGIC RISK: SR46: MEDWAY'S ECONOMIC RECOVERY FROM COVID19

RISK OWNER: ASSISTANT DIRECTOR REGENERATION

PORTFOLIO: LEADER

Current Residual Risk Score BII (Likelihood – high. Impact – major)

While in many services the council is still in response, focus is shifting towards an effective recovery. Strategic Planning is one of the three key workstreams in the council's Strategic Recovery Plan, with a multi-agency cell for Medway's Economy and Infrastructure established and working closely with the Kent Resilience Forum equivalent.

The council is delivering direct support for individuals and businesses as funded by the government and continues to review delivery of core services where they can be of benefit to supporting the wider economy.

The council continues to lobby the government for further support for local authorities, individuals, and businesses.

Inherent Risk Score BII

Mandatory closures and ongoing social distancing requirements have created an exceptionally challenging trading environment, resulting in significantly reduced trade, business failure, rising unemployment and reduced levels of disposable income.

The Ministry of Housing, Communities & Local Government (MHCLG) stated throughout Covid19 that they will support local authorities to deliver an effective response to Covid19 and continue to provide core services and substantial packages of support for individuals, businesses and the public sector but may not continue such funding throughout the recovery. Income from Business Rates is a fundamental income stream to Medway Council; businesses' failure to pay, or business collapse leaving void properties may significantly reduce income available for the council, hampering its ability to deliver core services and support the wider economy successfully.

There is a risk of further outbreaks, which the government has handed powers to manage to local authorities. The council has developed a Local Outbreak Plan that may have to be mobilised and doing so would undoubtedly further impact on the Medway Economy.

Target Residual Risk Score CII

The risk of further waves, or prolonged local lockdown and the resultant adverse impact on Medway's economy cannot be avoided, rather the council's action plan is designed to support the economy through any such measures and to improve long term resilience and business growth.

Trigger

On 23 March 2020 the Prime Minister announced the start of the first national lockdown. In early November 2020 a further national lockdown joined the Tier system (introduced in October) in increasing, rather than reducing restrictions. On 3 December 2020, Medway entered Tier 3 – the highest level of restriction outside of national lockdown. Due to the spread of Covid19, all non-essential shops and businesses were ordered to close to the public. In January 2021, the start of the third national lockdown was announced, and from 8 March 2021 we have been following a roadmap to recovery, starting with the re-opening of schools and followed by a series of re-opening dates at five-week intervals in April, May and June, 2021, enabling greater access to non-essential services, whilst maintaining a watching brief on the emerging picture as lockdown is eased.

STRATEGIC RISK: SR46: MEDWAY'S ECONOMIC RECOVERY FROM COVID19
Consequence The Economy and Infrastructure Recovery Cell has produced an impact assessment outlining the main consequences of Covid19. 24 impact areas have been identified and some of the most acute include: • A significant rise in unemployment with a disproportionate effect on young people, part-time and entry level roles, and those with insecure contracts, women, and people in Black and Minority Ethnic (BAME) communities. • Decreased apprenticeship vacancies and industrial placements. • Reduced strength of Medway's business base. • Accelerated decline of town centres and street markets. • Impact on supply chains. • Decreased relevance of Medway Council's strategic bases. • Digital inclusion / exclusion. • Sustainability of higher and further education, and its impact on place. Whilst the majority of the impact areas present risks to mitigate, there are some opportunities to be seized, as outlined below.
Opportunities and the way forward • Commercial moves out of London – Medway as an attractive place to locate and do business. • Rise in working from home / associated decline in commuting means residents spend more leisure and social time and money locally. • Innovation Park Medway (IPM) plans reshaped to support the post-Covid19 economy. • Opportunity to significantly advance digital inclusion for workers, learners and service users across Medway.

STRATEGIC RISK: SR46: MEDWAY'S ECONOMIC RECOVERY FROM COVID19 **Mitigating Action: SR46.01**: Multi-agency Economy Cell and Infrastructure for Recovery established including liaison with the Kent Resilience Forum Economic Recovery Cell
Lead Officer: Assistant Director Regeneration
Desired Outcome: Expected Output Ensure Medway economy's objectives are adequately reflected at Kent and National level through the Kent Resilience Forum (KRF). Oversee an effective multi-agency recovery plan for Medway.
Progress update March 2022 Increasingly the original multi-agency and business groups such as KEDOG and the Business Advisory Board have resumed their pre-pandemic roles and continue to monitor the economic situation and react jointly to government announcements.

STRATEGIC RISK: SR46: MEDWAY'S ECONOMIC RECOVERY FROM COVID19 **Mitigating Action: SR46.01**: Multi-agency Economy Cell and Infrastructure for Recovery established including liaison with the Kent Resilience Forum Economic Recovery Cell
Progress update January 2022 The group has met since October and have agreed to maintain contact, monitor the economic situation and meet as appropriate and if needed.

STRATEGIC RISK: SR46: MEDWAY'S ECONOMIC RECOVERY FROM COVID19 **Mitigating Action: SR46.02**: Delivery of government-directed financial support to businesses and individuals
Lead Officer: Chief Finance Officer
Desired Outcome: Expected Output Support businesses to remain economically viable to reduce the number of business failures in Medway.
Progress update April 2022 Since the beginning of the Covid19 restrictions, the council has delivered the following support to businesses: - Additional Restrictions Grants £3,426,048.08 - Omicron ARG Top Up Business Grants £389,786.60
Progress update January 2022 Since the beginning of the Covid19 restrictions, the council has delivered the following support to businesses: - Additional Restrictions Grant of £3,216,191.37

STRATEGIC RISK: SR46: MEDWAY'S ECONOMIC RECOVERY FROM COVID19 **Mitigating Action: SR46.03**: Reopening High Streets Safely
Lead Officer: Assistant Director Regeneration, Assistant Director Frontline Services
Desired Outcome: Expected Output To support businesses in town centres to implement adequate social distancing measures to enable re-opening.
Progress update March 2022 The Welcome Back funding has now been completed, deadline 31st March 2022. £265,939 has been allocated to projects such as: a one off deep cleanse; winter shop local campaign; community led initiatives; temporary art projects; temporary greening; business litter packs; and shop wrapping. These initiatives have enabled town centres to be more welcoming places and to encourage shoppers back to the High Streets.
Progress update January 2022

STRATEGIC RISK: SR46: MEDWAY'S ECONOMIC RECOVERY FROM COVID19 **Mitigating Action: SR46.03**: Reopening High Streets Safely
Reviewed but no update required this quarter
Progress update October 2021 The Town Centre team continue to support Medway's Town Centre Forums as they develop and work with local businesses and communities in partnership on the regeneration and management of the town centres. The Rochester, Chatham, and Gillingham Town Centre Forums have now returned to physical meetings. Newsletters are currently being developed for Strood and Rainham with businesses to be kept informed on developments on town centre issues. Medway Council has been allocated £246,396 from the Welcome Back Fund (WBF). This £56m national programme of European Regional Development Funding is administered by the Ministry of Housing, Communities and Local Government (MHCLG). The WBF aims to assist councils across England to support the return to High Streets safely and build back better from the pandemic.

STRATEGIC RISK: SR46: MEDWAY'S ECONOMIC RECOVERY FROM COVID19 **Mitigating Action: SR46.04**: Supporting Medway's businesses
Lead Officer: Assistant Director Regeneration
Desired Outcome: Expected Output To encourage and help facilitate the growth of businesses in Medway.
Progress update March 2022 Locate in Kent continue to encourage inward investment from businesses to relocate into Medway and retain the businesses looking to move within Medway. A new contract with Kent Invicta Chamber of Commerce for business support has been procured to cover 2022-2024. The Growth Hub continues to offer business support to Medway residents with one-on-one support and business plans for start-ups. The Economic Development (ED) team continue to support businesses with improved signposting via the Medway Council website and continue to record the number of businesses assisted directly by the team.
Progress update January 2022 The council continues to contract Locate in Kent to encourage continued inward investment from businesses outside Medway. The council's Partners for Growth (PFG) scheme continues to be delivered by the Kent and Medway Growth Hub (led by Kent Invicta Chamber of Commerce) and work is underway on establishing a revised business support specification to enable a new contract is procured by quarter 1 2022/23. As well as the PFG scheme, the Growth Hub also offers business support to Medway residents such as one-to-one support and business plans for start-ups. The Economic Development (ED) team continues to support businesses and respond to business enquiries via the Business and Skills inbox. The ED team have created a new system to capture and record the number of assists to businesses and individuals through the Business and Skills inbox. Previously, these figures were not considered.

STRATEGIC RISK: SR46: MEDWAY'S ECONOMIC RECOVERY FROM COVID19 **Mitigating Action: SR46.05**: Supporting residents' skills and employability
Lead Officer: Assistant Director Regeneration
Desired Outcome: Expected Output Increasing high value businesses, high quality employment and creating jobs and inward investment.
Progress update March 2022 The Additional Restrictions Grant (ARG) Skills Grant has been fully distributed, with many businesses benefitting. The Skills & Employability Plan is in the final stages of being refreshed. Projects continue to go well and be delivered, including the Medway Apprenticeship Advice Service, Medway Supported Employment Programme and the Medway Construction Skills Pilot. The Kent & Medway Taskforce continues to meet.
Progress update January 2022 The Skills Additional Restrictions Grant (ARG) continues to be distributed; the training grant went live in December 2021. Also, the Medway Adult Education business plan was adopted by Cabinet in December 2021. The Skills & Employability plan for Medway is currently being refreshed and scheduled to be ready by March 2022. All projects have been resumed, although with the current increased risk of Covid19, projects are being reviewed for best method of delivery. The construction project has been delivered, Kickstart is continuing to thrive in Medway, although the national scheme is coming to an end. The Kent & Medway Employment Taskforce continues to meet.

STRATEGIC RISK: SR46: MEDWAY'S ECONOMIC RECOVERY FROM COVID19 **Mitigating Action: SR46.06**: Review Medway Council's Strategy base, and resultant regeneration and other programmes to ensure clarity of focus on delivery of economic growth
Lead Officer: Corporate Management Team
Desired Outcome: Expected Output Effective focus of council resources and activities that support the delivery of economic growth in Medway.
Progress update March 2022 Strategies continue to be developed with officer workshops scheduled to work with SQW to prioritise projects, interventions and create a pipeline for future funding opportunities as they arise to meet the results of the Medway 2035 strategy.
Progress update January 2022 The council's current regeneration strategy Medway 2035 is being refreshed to align with the emerging Local Plan, to become Medway 2037. It will encompass a suite of documents with deliverable action plans and will build upon existing and proposed strategies including the Skills and Employability Plan, Innovation Strategy, Town Centres Strategy, and River Strategy and align with other relevant strategies

STRATEGIC RISK: SR46: MEDWAY'S ECONOMIC RECOVERY FROM COVID19 **Mitigating Action: SR46.06**: Review Medway Council's Strategy base, and resultant regeneration and other programmes to ensure clarity of focus on delivery of economic growth
such as the Climate Change Action Plan, Culture Strategy, Tourism Strategy, and Sport Strategy. Priorities include destination and placemaking, town centres, inward investment, business accommodation and digital connectivity, sector growth and improving employability. Cross cutting themes include climate change and net zero, innovation, and growth for all. SQW have been appointed as lead consultants to deliver the documents by spring 2022. An External Investment Officer is working with SQW to look at oven ready bids/business cases for the prioritised projects and interventions and create a pipeline in preparation for future funding opportunities. We remain in regular dialogue with the South East Local Enterprise Partnership (SELEP) regarding the impact of Covid19 on Medway's £40m programme of Local Growth Fund (LGF) and Growing Places Fund (GPF) investment, with no major impediments to delivery identified to date. Projects are on track to spend LGF and GBF funds within the delivery period, by March 2022.

STRATEGIC RISK: SR46: MEDWAY'S ECONOMIC RECOVERY FROM COVID19 **Mitigating Action: SR46.07**: Continue to lobby government to maximise support and opportunities for Medway
Lead Officer: Corporate Management Team
Desired Outcome: Expected Output Sustainable funding for Medway Council and an improved business rates regime to support businesses.
Progress update March 2022 The Levelling Up Fund (LUF) team continue to have positive discussions exploring opportunities and are engaged with external consultants on multiple workstreams to identify opportunities.
Progress update January 2022 Council officers have met with the Levelling Up Fund (LUF) team and had positive discussions exploring opportunities to expand on the current funding criteria. The team are considering capacity funding to prepare projects throughout the year ready for funding opportunities and are also expanding on non-monetised benefits weighting in the assessment of bids.

STRATEGIC RISK: SR09A: MEETING THE NEEDS OF OLDER PEOPLE AND WORKING AGE ADULTS
RISK OWNER: DIRECTOR OF PEOPLE – CHILDREN AND ADULTS SERVICES
PORTFOLIO: ADULTS
Current Residual Risk Score BII (Likelihood – high. Impact – major) The Joint Strategic Needs Assessments states: Increasing life expectancy and a reduction in fertility is leading to an ageing of the population in England. Substantial changes in population structure have profound implications for the provision of health and social care services. Even though Medway has a slightly younger population than the national average, projections from 2016 to 2026 suggest that the number of people 65 years of age or over will increase by 22% to 52,400 and the number of people over 85 years will grow by 31% to 6,400. The numbers in other age groups are all expected to increase over the same period with the exception of the 20-29 and 45-54 age groups. Increasing numbers of older people mean that there will be increasing numbers of people developing chronic conditions who become intensive users of services (assuming age-specific rates remain constant). This ageing of the population is likely to result in a substantial increase in costs and pressures to the health and social care system. In addition, we have seen an increase in demand following the Covid19 pandemic and this will continue as people rehabilitate from this extremely debilitating virus. We must also consider the possibility that this will leave people with long term care needs. This will all, of course, result in additional pressure on Adult Social Care as people are living longer and have more complex needs.
Inherent Risk Score AI There are challenges to the demand-led care services within Medway. The population of older people is set to dramatically increase and as is the complexity of need of working age adults including those that transition from Children's Services. There are notable pressures sourcing dementia, residential and nursing placements along with a lack of Positive Behavioural Specialist providers within the market. Mental Health partners are seeing an increase in the number of people needing support. This increase is highly likely to have an impact on Adult Social Care. Furthermore, at this time we do not know what the impact of long Covid19 will be on the division. The increase in demographic, in turn leads to an increase in debt raised, which will have an impact on debt owed to the council.
Target Residual Risk Score CII Close working relationships with providers maintained to ensure financial stability. Work with providers to ensure Covid19 positive patients are discharged home and appropriately isolated. Develop a workforce strategy that will reduce vacancies and reliance on agency staffing. We will continue to work with day care providers to ensure they are able to support our service users safely. Workforce capital fund worth in excess of £300k has been distributed to providers to support additional pressures during Covid19. We have introduced the use of CareCubed, a financial modelling software tool that supports the negotiation of prices for working age adult placements ensuring equitable prices across the market. We are reviewing our processes, policies and structure to ensure sustainability and improve service delivery. Work with colleagues in learning and development to upskill the workforce through the Adult Social Care (ASC) Continuing Professional Development (CPD) faculty which develops the training programme based on the needs of the service and in consultation with the

STRATEGIC RISK: SR09A: MEETING THE NEEDS OF OLDER PEOPLE AND WORKING AGE ADULTS
workforce. Transformation and improvement at the front door to reduce demand appropriately. We are developing a preparing for adulthood pathway which will look to identifying improvements we can make to support the transition of young people into ASC. We are developing an improved community based mental health offer to support working age adults who are suffering with ill mental health. We are increasing the number of long-term Shared Lives carers. We are increasing the uptake on direct payments to sustain people living independently in the community. We have extended our supported employment scheme for those with a learning disability. We have developed an action plan to focus on reducing debt.
Trigger • The council is unable to address these issues with cost effective, innovative solutions. • Increase in demand on the service. • Increased demand to carry out Mental Health Act Assessments. • Increased demand on Deprivation of Liberty Safeguards and outstanding unmet needs. • Lack of permanent workers within the workforce will lead to the reliance on agency staff. • Reduced provider capacity. • Financial sustainability of the market, particularly after pressures encountered throughout the pandemic. • Central government changes regarding Discharge 2 Assess Funding timescales.
Consequence • Increased resources required to ensure the service is sustainable. • Significant budget overspends. • Savings are unachievable. • Money drawn from other services. • Legal action against the local authority in relation to those being held in a residential setting without having a Deprivation of Liberty Safeguards (DoLS) in place. • Costs spiral. • Reductions in service level the council can offer. • Revenue problems not resolved by capital investments. • Adverse effect on staff morale. • Adverse effect on assessments. • The council may be required to make unpopular decisions.

STRATEGIC RISK: SR09A: MEETING THE NEEDS OF OLDER PEOPLE AND WORKING AGE ADULTS
• The council's finances are comprised. • High costs placements as providers will have no choice but to increase their fees. • Availability of staff within the care market.
Opportunities and the way forward Capital investment opportunities to help manage demand. Service redesign in terms of outcomes. Working with providers as we emerge from Covid19 – improving relationships etc. Focus on staff wellbeing and engagement. Work closely with the Clinical Commissioning Group (CCG) and partners regarding Discharge to Assess funding. We will proactively work with individuals, families, and other agencies to help people who have experienced ill-health or crisis to recover as quickly as possible, reducing their ongoing needs and helping them return home. We will increase independence and self-care for service users, which allows them to control their care through an increase in the use of Assistive Technology where appropriate. An Adult Social Care Transformation & Improvement Programme has been introduced to drive the ASC Strategy's aims and objectives.

STRATEGIC RISK: SR09A: MEETING THE NEEDS OF OLDER PEOPLE AND WORKING AGE ADULTS **Mitigating Action: SR09A.01**: Recruit to workforce vacancies (both Adult Social Work teams and Business Ops and Provider Services)
Lead Officer: Head of Locality Services. Head of Business Operations and Provider Services
Desired Outcome: Expected Output Appoint to all the vacant posts reducing the reliance on agency costs.
Progress update March 2022 The difficulties around recruiting within the care sector remain both locally and nationally. We continue to monitor the national tracker and offer suppport to partners where needed. Recruitment to Adult Social Care locally and nationally still remains a challenge and we are continuing to meet weekly with Kyndi and Human Resources. We are developing a recruitment strategy jointly with Children's Services working with the Guardian.
Progress update December 2021 There are national issues around recruitment to the care sector. We are working with partners to support the care sector with workforce capacity. There is also a regional retain and recruit campaign being led by Kent and Medway Local People's Board to assist. We will continue to maintain focus and are meeting weekly with Kyndi and Human Resources.

STRATEGIC RISK: SR09A: MEETING THE NEEDS OF OLDER PEOPLE AND WORKING AGE ADULTS **Mitigating Action: SR09A.02**: Working with strategic partners to establish integrated working
Lead Officer: Head of Locality Services. Head of Business Operations and Provider Services
Desired Outcome: Expected Output Delivery of a wraparound 7 day service.
Progress update March 2022 Guidance from central government remains clear that funding for Discharge to Assess will cease at the end of March 2022. This will have a significant impact on the council's budget.
Progress update December 2021 We do not know if there will be any additional funding in April 2022 and unfortunately, we won't know the impact of this until around May next year. We are working with providers to ensure set prices for block beds to reduce the costs.

STRATEGIC RISK: SR09A: MEETING THE NEEDS OF OLDER PEOPLE AND WORKING AGE ADULTS **Mitigating Action: SR09A.03**: Maintain strong relationships with providers
Lead Officer: Head of Adults' Partnership Commissioning and Better Care Fund
Desired Outcome: Expected Output Improved communication across the system. Manage demand.
Progress update March 2022 The communication between the Care Sector and partners is established and working well. This continues to be a vital resource for sharing guidance and training opportunities, and addressing challenges the care sector raise.
Progress update December 2021 We are working with providers passporting nationally sourced funding including Infection Control Fund and Workforce Development Fund. We are supporting providers as best we can who are facing financial difficulties. There is a financial risk for Care Providers as they are finding the challenges of responding to Covid19 difficult and we are supporting them through their business continuity plans. We are working towards the provider fee uplift for next year.

STRATEGIC RISK: SR09A: MEETING THE NEEDS OF OLDER PEOPLE AND WORKING AGE ADULTS
Mitigating Action: SR09A.04: Map and monitor intelligence across the market

Lead Officer: Head of Adults' Partnership Commissioning and Better Care Fund

Desired Outcome: Expected Output
Manage demand.

Progress update March 2022
We have a very strong relationship with the care sector through our embedded Care Sector Support programme which consists of: the Medway Care Portal, Provider Forums, dedicated redeployed Adult Social Care (ASC) resource to review trackers daily, dedicated email inbox, and a weekly newsletter.
The Care Market is currently suffering significant pressures, which has an impact on ASC and residents eligible for ASC and support and we are working across the system and locally to tackle those.

Progress update December 2021
As per the September update, we are continuing to monitor data and intelligence across the market.

Progress update September 2021
We have the following tools in place to ensure that we are monitoring data and intelligence across the market.

- Medway Care Portal.
- Provider Forums.
- Daily review of the tracker.
- Dedicated email inbox.
- Weekly newsletter.
- Collaborative relationships with specialist groups i.e. Complex Dementia, Care Home Group, Aging Well, Kent County Council (KCC) Commissioning teams, Integrated Care Partnership (ICP) Commissioners, and Association of Directors of Adult Social Services (ADASS) focus groups.
- Provider Portal funding for the purchase of and maintenance for the first year has been agreed. We are now planning implementation which is likely to take six months.

STRATEGIC RISK: SR09A: MEETING THE NEEDS OF OLDER PEOPLE AND WORKING AGE ADULTS
Mitigating Action: SR09A.05: Review and adjust service levels and placement costs as appropriate

Lead Officer: Head of Locality Services. Head of Business Operations and Provider Services

Desired Outcome: Expected Output
All unspent Direct Payments are reclaimed.
Nursing and residential placements made during Covid19 are reviewed with a view to reducing current weekly spent to that of our band

STRATEGIC RISK: SR09A: MEETING THE NEEDS OF OLDER PEOPLE AND WORKING AGE ADULTS **Mitigating Action: SR09A.05**: Review and adjust service levels and placement costs as appropriate
prices. Amount of enablement is increased to better manage demand and discharge from hospital. Better use of in-house mental health provision.
Progress update March 2022 In addition to the continuation of the actions stated in December's update, Adult Social Care (ASC) are launching a pilot in which an Occupational Therapist (OT) facilitates opportunities for prevention and reablement at point of initial referral. The Trusted Assessor pilot introduced in August 2021 has proven very successful and is now rolled out across all localities with the aim to prevent the need of a Package of Care.
Progress update December 2021 As per the September update, we continue to use CareCubed to support negotiation to ensure placement costs are fair and affordable. Work is still ongoing with our community based mental health offer and accommodation options. We are continuing with our focus on enablement. We have utilised the Better Care Fund (BCF) funding to recruit a locum agency to work alongside the home care providers to free up hours and look at the issues around packages of care.

STRATEGIC RISK: SR09A: MEETING THE NEEDS OF OLDER PEOPLE AND WORKING AGE ADULTS **Mitigating Action: SR09A.06**: ~~Backlog~~ Unmet Need of Court of Protection COP3 Mental Capacity Assessments
Lead Officer: Head of Locality Services. Head of Business Operations and Provider Services
Desired Outcome: Expected Output The ~~backlog~~ unmet need will be cleared to enable the Client Financial Affairs team to act in accordance with the Court of Protection guidance in relation to the management of individuals' property and finances including but not exclusive to investment of capital. Ensure that the service keep on top of demand.
Progress update March 2022 As per the December update, this is an ongoing project which we are on track to hit the target by the end of the year.
Progress update December 2021 Significant progress has been made and there are approximately 20 mental capacity assessments outstanding. The applications should all be completed by the new financial year.

STRATEGIC RISK: SR09B: FAILURE TO MEET THE NEEDS OF CHILDREN AND YOUNG PEOPLE

RISK OWNER: DIRECTOR OF PEOPLE – CHILDREN AND ADULTS SERVICES

PORTFOLIO: CHILDREN'S SERVICES (LEAD MEMBER) AND EDUCATION AND SCHOOLS

Current Residual Risk Score BII (Likelihood – high. Impact – major)

~~Children's Early Help and Social Care services are focused on improving services and outcomes for children and young people in Medway. A recent Ofsted monitoring visit in September 2021 noted that no children were found to be at risk of harm, and progress, although fragile, was identified, with the leadership team fully committed to maintaining improvements. However, whilst there is improvement, our audits into social work practice are still showing that 37% of our work is Inadequate. We have been engaging with our workforce in the audit process so we can be more confident that all of our workforce understand what good practice looks like and Audit supports our continued learning and drives up practice. We are strengthening practice across all services and addressing a shortfall in resource. Recruiting and retaining a permanent and stable workforce remains a priority.~~

~~We have reviewed our thresholds for step up to child protection and begun embedding to make sure the right children are subject to the right plans at the right time.~~

~~We are working closely with colleagues in Commissioning to improve the choice and sufficiency of placements for children in our care.~~

~~Other actions taken or underway include:~~

- ~~Recruiting and retaining experienced social workers – we have seen turnover in the workforce since May 2021 which is a concern for us.~~
- ~~Maintaining the investment in the service at a time of budgetary constraints.~~
- ~~Focus on child centred practice to improve the quality of our interventions.~~
- ~~Strengthening our practice in our response to vulnerable adolescents and children who go missing so that risks are considered and fully addressed within their safety plans.~~
- ~~Building capacity in our Family Group Conference service to improve support for edge of care and timely reunification.~~
- ~~Using performance information effectively to better evaluate our practice and progress we are making.~~
- ~~A stable and competent senior leadership team is now in place, who have a good understanding of their service and are committed to driving improvements needed.~~
- ~~Strong corporate and political support – investment in the service and corporate commitment to Children's Services.~~

Children's Early Help and Social Care services are improving, and a recent Ofsted monitoring visit noted that they found no children at risk of harm and we know ourselves well. However whilst there is improvement, our audits into social work practice are still showing that 43% of our work is Inadequate and 47% Requires Improvement. We have been engaging with our workforce in the audit process so we can be more confident that all of our workforce understand what good practice looks like and audit supports our continued learning and drives up practice. Also we are strengthening practice in the 0-25 disability service and addressing a shortfall in resource.

We have reviewed our thresholds for step up to child protection and begun embedding these with partners. As part of this work we have been improving our step down from Child In Need plans and supporting transition to our Family Solutions service.

Other actions taken or underway include:

STRATEGIC RISK: SR09B: FAILURE TO MEET THE NEEDS OF CHILDREN AND YOUNG PEOPLE
• Building capacity in our Family Group Conference service to improve support for edge of care and timely reunification. • Recruiting and retaining experienced social workers - we are starting to see movement in the workforce and some turnover which is a concern for us. • Maintaining the investment in the service at a time of budgetary constraints. • Strengthening our practice in our response to vulnerable adolescents and children who go missing that risks are considered and fully addressed within their safety plans. • Our ability to use performance information effectively to better evaluate our practice and progress we are making. • A stable and competent senior leadership team is in place, who have a good understanding of their service and are committed to driving improvements needed. • Strong corporate and political support – investment in the service and corporate commitment to Children's Services.
Inherent Risk Score BII In line with statutory guidance and social care practice, the needs of children, young people, and their families are considered on a case-by-case basis. Following an assessment to ascertain whether a threshold has been reached, officers are able to indicate when a child, young person or family might need support and the appropriate level of support on the continuum of services that Children's Services provide, whether it be Universal (no additional needs), Targeted (with additional needs), or Complex/Specialist (with multiple needs or in need of protection). However, in a landscape of constricting budgets and support from government, lack of recruiting social workers, and Ofsted regulation, there is a risk that the council may not be able to deliver its statutory responsibilities to the vulnerable children and young people of Medway.
Target Residual Risk Score DIII The aim is to provide services that ensure the right care for the right child at the right time, empowering them to get the best start and have the opportunities that all children in Medway enjoy. A key milestone in this is ensuring services receive an improved rating from Ofsted as the national regulator.
Trigger • Lack of sufficiency of placement provision. • Lack of provision to support families and prevent escalation of cases. • Cost of placement provision and providing Children's Services increases. • Unstable workforce; challenges in recruiting suitably experienced staff.
Consequence • Outcomes for children are adversely affected ~~by lack of sufficiency~~. • Cost of placement provision and providing Children's Services increases; the service becomes financially unsustainable to the council.
Opportunities and the way forward • Rethink services and ways of working with families.

STRATEGIC RISK: SR09B: FAILURE TO MEET THE NEEDS OF CHILDREN AND YOUNG PEOPLE
• Managing demand for services. • Management of foster care and the residential market. • Medium term financial sustainability. • Finalise and implement refreshed practice standards. • Simplify practice expectations – focus on children's lived experiences and on promoting quality and consistency of recording to evidence purposeful planning and intervention. • Continue our evaluation work in respect of the application of thresholds so that we can be confident that children are supported at the right level. • Continue the work already underway to strengthen the effectiveness of our intervention with children in need. • Implement our plans to improve our response to neglect, ensure robust implementation of the use of the graded care profile, and evaluate the difference this makes to children's lives. • Continue the work to improve the quality of plans for children in need of protection. • Fully implement the strategy in relation to contextual safeguarding for adolescents who are at risk outside the home/family, and take time to reflect on themes from Return Home Interviews (RHIs), to create effective safety plans. • Support front line managers to oversee and reflect on practice to improve quality of plans and interventions. • Continue to focus on recruitment, retention and career development of our staff.

~~STRATEGIC RISK: SR09B: FAILURE TO MEET THE NEEDS OF CHILDREN AND YOUNG PEOPLE~~
~~**Mitigating Action: SR09B.10**: Ensuring early intervention with vulnerable children and families to address their appropriate level of need with partners.~~
~~**Lead Officer**: Head of Early Help~~
~~**Desired Outcome: Expected Output**~~ ~~Early Help is used to empower whole families as equal partners to safely make and sustain positive change. Officers do this by increasing their confidence, resilience, and aspirations. Each family's individuality is celebrated and support is tailored and unique, enabling families to own their responsibilities with clear direction and focus. We aim to ensure easy access to support from agencies where appropriate. Our approach is strengths based, taking away labels and judgements, increasing understanding and supporting good communication and challenge to help families to reach their potential. In doing this we are open, honest, realistic, inclusive, and always work in partnership.~~
~~**Progress update December 2021**~~ ~~The Early Help Partnership Board has been established and thresholds reviewed and re-issued, supported by all partners. The council's Early Help service has been realigned into the Family Solutions Service, working with families with additional needs who do not meet the threshold for statutory services.~~

STRATEGIC RISK: SR09B: FAILURE TO MEET THE NEEDS OF CHILDREN AND YOUNG PEOPLE

Mitigating Action: SR09B.10: Ensuring early intervention with vulnerable children and families to address their appropriate level of need with partners.

Progress update September 2021

Reviewed but no update required this quarter.

Progress update July 2021

The successful applicant referred to in the April update decided not to take up the post. On 3 June 2021 the Child & Adolescent Mental Health Service (CAMHS) / NELFT Mental Health Youth Offending Worker / Adolescent Worker post was successfully recruited to. Work has taken place to make sure that the post provides a service to both the Youth Offending Team (YOT) and the Adolescent Team.

The YOT risk panel continues to be well attended. Attendees include the Police, representatives from the adolescent team, and representatives from the violence reduction unit.

The Youth Justice Partnership Board is undertaking a new Youth Justice Plan. The planned submission date for this plan to the Youth Justice Board is June 2022. A timescale of local governance has been agreed to ensure that adequate time is given to the development of the plan. The main driver behind undertaking this plan is change of directorate for the YOT from Public Health to the Children's directorate. The aim is for the plan to a reflect greater integration with the children's directorate, and to secure greater partnership involvement in the delivery of the plan.

Exploitation / Gangs culture: The YOT continues to refer young people to the Serious Youth Violence project across North Kent.

The team is seeking greater alignment to the activities of the Violence Reduction Unit. The local lead attends the YOT's monthly risk meeting. The director of the unit is being invited to be a board member of the Youth Justice Partnership Management Board.

STRATEGIC RISK: SR09B: FAILURE TO MEET THE NEEDS OF CHILDREN AND YOUNG PEOPLE

Mitigating Action: SR09B.12: Reduce re-offending rates.

Lead Officer: Youth Offending Manager

Desired Outcome: Expected Output

Reduced re-offending by young people in Medway with a particular focus on the relatively small proportion of young people who commit a disproportionate amount of crime in Medway.

Good assessments, intervention and exit plans exist, providing young people with the framework to fulfil their potential through trusted relationships (meaningful and purposeful engagement and participation).

Develop responses to re-offending that recognise those who persistently offend have overwhelmingly experienced the most complex needs and deliver a trauma informed approach to those needing support.

Ensure that those committing offences are seen as young people first rather than 'young offenders' (Child First model).

STRATEGIC RISK: SR09B: FAILURE TO MEET THE NEEDS OF CHILDREN AND YOUNG PEOPLE

Mitigating Action: SR09B.12: Reduce re-offending rates.

Develop high quality interventions that contribute to reducing re-offending and maintain the confidence of partner agencies, the courts and the general public.

Develop an intensive support service/package to engage with those at most risk through our floating support commissioned services, supported through the violence reduction unit, serious youth violence and Medway Taskforce.

Ensure the highest quality through care and resettlement planning is available working closely with the designated social workers.

Progress update March 2022

The Youth Offending Team (YOT) has continued to develop a Child First approach to addressing young people's offending. Child First refers to working with young people involved in the Youth Justice System as children first rather than as offenders. This principle was adopted by the national Youth Justice Board as being the guiding principle of the Youth Justice System in the 2019 National Standards for Youth Justice Services.

The YOThas sought to explore what the delivery of the Child First Principle means locally. The current Youth Justice Plan 2022-24 is going through council governance. This plan can be seen as the local attempt to realise the implications of this principle locally. The plan has a concerted focus on building upon young people's strengths, developing opportunities for young people to engage in positive activities.

The team has developed a model of practice working with young people to focus upon their identity journeys from an offending identity to a pro-social identity. The practice model developed in the team has generated attention from the national Youth Justice Board, and Medway has been granted a Pathfinder project status with a £176k grant to develop a digital application of this planning process.

The floating support commissioned services have come to an end as the violence reduction unit money that supported this piece of work has ended.

The YOT continues to work closely with the Taskforce. During the last year the YOT police officer role has been re-established and this has resulted in the YOT having closer links with the local police in order to manage high risk cases in the community.

Progress update December 2021

The YOT continues to support the Serious Youth Violence project, which is aimed at addressing the cohort of young people particularly involved in Gang activity. The project is having an ongoing evaluation of its efficacy, so this will be able to be reported on in future updates.

The adolescent service is now based at the Elaine Centre and continues to develop relationships with a number of teams across Kent Police, the Violence Reduction Unit (VRU), partners including DA, Sexual Health and substance misuse services.

Our relationship / communication with Kent Police remains consistent, and there is evidence of some good working across Medway. We continue to have challenges when working with Police from other authorities, such as the Metropolitan Police (MET), despite escalation.

STRATEGIC RISK: SR09B: FAILURE TO MEET THE NEEDS OF CHILDREN AND YOUNG PEOPLE

Mitigating Action: SR09B.13: Work with the Children in our care and maintain our Corporate Parenting offer as a council and for those leaving our care

Lead Officer: Head of Corporate Parenting

Progress update December 2021

Our leaving care service has increased in capacity with more management oversight and a dedicated post developing participation and engagement of young people.

The Education Training Employment (ETE) / Aspirations Officer has been appointed.

Continued work with the Commissioning team to ensure accommodation is appropriate, safe and stable.

The proposal for a Rent Guarantor Scheme has been presented and is awaiting next steps decisions.

The service was recently visited by the National Adviser for Leaving Care, who reported progress in the strategic direction of the service with a clearer offer for Care Leavers.

Progress update October 2021

Reviewed but no update required this quarter.

Progress update June 2021

The service now has four teams and therefore four team managers. Four smaller teams of Personal Assistants (PAs) and social workers allows better management oversight and a more personal service to young people. The manager with the lead on participation and engagement started in May 2021 and is starting to make links with Medway colleagues and partner agencies, gathering views of young people and looking to expand on the Local Offer to children in care and care leavers. This includes current conversations with Medequip UK who we are in discussion with about how they may be able to support opportunities for care leavers, through volunteering or apprentice schemes etc. with their service as a result of 16+ Group Manager (GM) attending the Public Health Directorate Day. We have also shared with young people the Climate Response Officer posts being advertised. There is also an offer of an internship role within Regeneration, Culture and Environment (RCE) Directorate to support 3 areas: City of Culture, Child-Friendly Medway and Place.

88 young people are Not in Education, Employment or Training (NEET) currently, with 25 of those due to parenting or disability / illness. A number of young people are currently recorded as NEET while they wait for start dates for jobs or college starts in September. 98 young people are in education, employment or training.

The Education Training Employment (ETE) / Aspirations Officer has been approved and the job description is with HR for approval to then move onto the recruitment stage.

Continued work with the Commissioning team to ensure accommodation is appropriate, safe and stable. 13 young people are in unsuitable accommodation due to being in prison. Five are in temporary accommodation from the council and awaiting permanent housing. The remaining 167 are in suitable accommodation, with the majority (63) in supported accommodations.

The proposal for a Rent Guarantor Scheme has been presented and is awaiting next steps decisions.

STRATEGIC RISK: SR09B: FAILURE TO MEET THE NEEDS OF CHILDREN AND YOUNG PEOPLE

Mitigating Action: SR09B.13: Work with the Children in our care and maintain our Corporate Parenting offer as a council and for those leaving our care

The Communications team have supported with an e-newsletter giving information about care leavers and corporate parenting. This will hopefully provide information and offers from services who may be able to offer support.

STRATEGIC RISK: SR09B: FAILURE TO MEET THE NEEDS OF CHILDREN AND YOUNG PEOPLE

Mitigating Action: SR09B.15: Ensure sufficient workforce capacity

Lead Officer: Assistant Director – Children's Social Care & Early Help; Head of HR; HR Business Partner (Children's)

Desired Outcome: Expected Output

Recruitment and retention of staff.

The council has the capacity and capability to improve and sustain improvement to its services.

A stable and competent workforce, enabled and supported to undertake quality social work practice.

Workforce stabilised, agency staff and turnover of permanent staff reduced.

Milestones

Workforce stabilised.

Agency staff and turnover of permanent staff reduced.

Workforce 'offer' is sufficient to attract new social workers and retain existing staff.

Effective Quality Assurance framework and regular programme of audit.

Manageable average caseloads/workloads.

Pay and career progression.

Recruitment and retention of staff.

Effective quality assurance.

Practice model embedded.

Progress update December 2021

We continue to carry vacancies and manage sickness absence, which is impacting on caseloads, particularly in the assessment service. Recruitment is a national challenge, mainly due to the competitiveness of the market in the current climate and lack of credible candidates' curriculum vitaes (CVs) being received. This remains a critical risk over the coming months. Work is underway alongside our Human Resources (HR) partners to find both short-term and longer-term solutions.

Progress update September 2021

STRATEGIC RISK: SR09B: FAILURE TO MEET THE NEEDS OF CHILDREN AND YOUNG PEOPLE

Mitigating Action: SR09B.15: Ensure sufficient workforce capacity

The council's investment in the realignment and capacity of the children's social care workforce has provided the capability to deliver good quality practice. Focus remains on the recruitment and retention of experienced permanent practitioners and retaining competent and capable first line managers.

There is a need to embed the practice model and ensure conditions to undertake good social work practice. Signs of Safety adopted as the practice model with a comprehensive training programme and system changes to support its implementation, including for partners.

Work to embed the quality assurance framework and regular programme of audit with feedback of lessons learnt in to practice.

STRATEGIC RISK: SR09B: FAILURE TO MEET THE NEEDS OF CHILDREN AND YOUNG PEOPLE

Mitigating Action: SR09B.16: Improvement Board Oversight

Lead Officer: Assistant Director – Children's Social Care & Early Help; Head of Children's Services Improvement

Desired Outcome: Expected Output

The council has improved the service to the level required by the Children's Commissioner, Department for Education (DfE) and Ofsted through successful delivery of its Improvement Plan.

Milestones

- Quality of intervention is consistently meeting standards.
- Effective audit framework and feedback of lessons in to practice.
- Performance indicators and audits show continuous improvement.
- Partners working together to deliver on shared objectives for Medway's children.

Progress update December 2021

The second Ofsted monitoring visit took place in September 2021, with a focus on children in need of help and protection.

Progress update September 2021

The Ofsted inspection of Children's Services in July 2019 judged the effectiveness of Children's Services in Medway to be inadequate resulting in the government appointing a commissioner. The Commissioner submitted her final report to the Minister at the end of 2020 confirming that improvements had been made and recommending that there is no longer any need to consider an alternative delivery model as Medway have demonstrated the capacity and capability to deliver the changes needed ourselves. This recommendation was accepted by the Minister. The DfE appointed an Improvement Adviser from February 2021 whose role over the coming year is to support the service to continue to make sustainable improvements that are still required.

Whilst improvement has been made at pace, and the new Assistant Director is now in place, we are expecting the final letter published from our Second Monitoring Visit.

STRATEGIC RISK: SR09B: FAILURE TO MEET THE NEEDS OF CHILDREN AND YOUNG PEOPLE

Mitigating Action: SR09B.17: Ensure sufficiency of provision

Lead Officer: Assistant Director – Children's Social Care & Early Help; Head of Children's Partnership Commissioning; Head of Corporate Parenting

Desired Outcome: Expected Output

- Right child, right care.
- Investment in the right support at the right time will be necessary, enhancing prevention so that fewer children come into care in the first place.
- Develop and shape service provision to meet the needs of all children and young people in care at a local level.
- Market Shaping with providers.
- Cost of Children's Services is financially sustainable.
- Sufficiency of placement provision, preventative provision and support.
- Effective overview and scrutiny of all placements of children in care across internal and external fostering and in residential provision.

Milestones

- Strengthening Governance for Access to Resources panel.
- Increased tracking of placements, outcomes, and financial costs.
- Looked After Children (LAC) Strategy.
- Sufficiency Strategy 2020-2025.
- Investment in a range of interventions.
- Implementation of interventions.
- Tracking of Investments and delivery of cost reductions.

Progress update December 2021

There is a lack of sufficiency of children's foster care and residential placements, and preventative provision. The sufficiency plan is in the process of being refreshed and updated. The challenges include national pressures, rising demand and increasing complexity of need, especially for adolescents. There is no clear market shaping and limited capacity to develop it with the potential consequences of children being placed in inappropriate settings with the wrong services.

A range of preventative and support services/interventions were proposed for 2021-22, some of which have required investment to facilitate the reduction in numbers and deliver the necessary cost reductions and improved outcomes. However, these are under review as the proposals were developed in isolation from the service and the savings have not all been delivered. Further proposals for 2022-23 have been developed as business cases and are currently under consideration. A successful bid has been made to the Department for

~~**STRATEGIC RISK: SR09B: FAILURE TO MEET THE NEEDS OF CHILDREN AND YOUNG PEOPLE**~~
~~**Mitigating Action: SR09B.17**: Ensure sufficiency of provision~~

~~Education (DfE) for funding to support increased quality assurance activity, recruitment and retention, and a multi-disciplinary team approach.~~

~~**Progress update September 2021**~~

~~There is a lack of sufficiency of children's foster care and residential placements and preventative provision in an outline sufficiency plan in October 2020. The challenges include national pressures, rising demand and increasing complexity of need, especially for adolescents. There is no clear market shaping and limited capacity to develop it with the potential consequences of children being placed in inappropriate settings with the wrong services.~~
~~A range of preventative and support services/interventions were proposed, some of which have required investment to facilitate the reduction in numbers and deliver the necessary cost reductions and improved outcomes. The council has invested in six interventions totalling £2.691m and expect cost reductions of £4.536m.~~
~~The plan is founded on securing those improved outcomes through provision of prevention and early help services, adequate support once children are looked after, alongside significant social work practice improvement.~~

STRATEGIC RISK: SR09B: FAILURE TO MEET THE NEEDS OF CHILDREN AND YOUNG PEOPLE
Mitigating Action: SR09B.18: Ensure a stable and competent workforce

Lead Officer: Assistant Director – Children's Social Care & Early Help; Head of Human Resources; Human Resources Business Partner (Children's)

Desired Outcome: Expected Output

- A stable and competent workforce, enabled and supported to undertake quality social work practice.
- Competent workforce, enabled and supported to undertake quality social work practice.
- Workforce stabilised, agency staff and turnover of permanent staff reduced.
- The council has the capacity and capability to improve and sustain improvement to its services.

Milestones

- Workforce stabilised.
- Agency staff and turnover of permanent staff reduced.
- Workforce 'offer' is sufficient to attract new social workers and retain existing staff.
- Effective Quality Assurance framework and regular programme of audit.
- The percentage of children social care substantive posts not filled by permanent social workers.

Progress update March 2022

STRATEGIC RISK: SR09B: FAILURE TO MEET THE NEEDS OF CHILDREN AND YOUNG PEOPLE
Mitigating Action: SR09B.18: Ensure a stable and competent workforce

As at 31st January 2022, the vacancy rate has increased slightly to 19.96%. The agency rate has increased to 20.03%.
Recruitment to social worker posts continues to be challenging, both in terms of permanent and temporary staff. The Children's social work workforce return published on 24 February 2022 reported that the vacancy rate and the number of children's social workers leaving during the year across England was the highest since 2017.
Benchmarking continues to take place on a quarterly basis. The pay gap between Medway and other local authorities was highlighted in Q2. It will be important to monitor this closely to identify if the gap has widened following pay awards across the region.
Alternative proposals are being discussed in respect of 'grow our own'. If agreed, this will enable Medway to invest further in Newly Qualified Social Workers (NQSWs) across the service and stabilise the workforce in the longer term.
The Principal Social Work team are also offering a short workshop to social workers who are considering submitting their portfolio as part of the career progression scheme.

STRATEGIC RISK: SR09B: FAILURE TO MEET THE NEEDS OF CHILDREN AND YOUNG PEOPLE
Mitigating Action: SR09B.19: Delivery of the Improvement Plan

Lead Officer: Assistant Director – Children's Social Care & Early Help; Head of Children's Services Improvement

Desired Outcome: Expected Output

- The council has improved the service to the level required by the Children's Commissioner, Department for Education (DfE) and Ofsted through successful delivery of its Improvement Plan.
- Drift and delay is reduced and children receive a more consistent service.
- An accurate 'line of sight' of the quality of the intervention provided.
- Management oversight and supervision drives effective planning for children.
- Manageable caseloads.

Milestones

- Quality of intervention is consistently meeting standards evidenced through performance measures.
- Audits and reviews demonstrate improvements in the extent of work graded 'Requires Improvement' or 'Good'.
- Audits demonstrate improved supervision and management oversight.
- Service takes accountability for overseeing and driving performance clinics.

Progress update March 2022

The Children's Improvement Board – which is independently chaired and has a key role in oversight and challenge of the Improvement Plan – has continued to meet and receives regular reports on progress against the plan, on key developments and challenges from the

STRATEGIC RISK: SR09B: FAILURE TO MEET THE NEEDS OF CHILDREN AND YOUNG PEOPLE

Mitigating Action: SR09B.19: Delivery of the Improvement Plan

Director of People and on performance from the Assistant Director of Children's Services. The Improvement Plan is refreshed annually and the priorities to inform the 2022-23 plan will be shared with the Board in March with a view to sign off the final action plan in May.

The Lead Member, Leader, Chief Executive, Corporate Management Team and colleagues in other council teams have continued to support Children's Services, and the Lead Member undertakes regular safeguarding visits to families along with the Director to ensure a line of sight into practice. Elected members have also continued to have the opportunity to participate in workshops to improve their understanding of how the service is delivered so that they can provide effective scrutiny, support and challenge. A recent workshop in February focused on improvements and challenges across the service.

Senior Leaders, including the Leader, Lead Member, Chief Executive and Director meet regularly with the DfE-appointed Improvement Adviser to focus on practice improvement and review findings of all quality assurance activity.

Ofsted carried out a third Monitoring Visit in January 2022, with a focus on children in care. Ofsted reflected that despite the challenges of the pandemic, the service has focused relentlessly on its improvement journey and steady progress has been made in relation to the experiences of Children in Care in Medway.

Positively, they observed that our social workers speak passionately and with pride about the children they work with. Acknowledgement was made that the pace of change has accelerated over the last six months with the senior leaders having a good understanding of the strengths of their service as well as the areas that still require further improvement.

The permanency planning processes have improved and more children are now in stable, long term foster placement or are being placed for adoption through the Regional Adoption Agency. Ofsted noted that our Corporate Parenting Board has strengthened its role and is now positively engaging young people in each meeting, with innovative opportunities for them to participate.

The report also sets out a number of areas where we must concentrate our improvement efforts, including assessment and planning, and finding the right placements for our most vulnerable children. There is also a need to maintain our focus on recruitment and retention of our workforce as Ofsted rightly identified staff turnover as a factor which can impact negatively on the children we work with and some of the improvement work underway.

Ofsted have now resumed their programme of regular monitoring visits for authorities in intervention, and we anticipate that the next visit will be in May 2022, with a focus on young people leaving our care.

The council and its partners will continue to support the service to deliver the priorities in the Improvement Plan and will ensure practitioners and managers have the tools to do the job and are supported and appropriately challenged to improve practice.

STRATEGIC RISK: SR09B: FAILURE TO MEET THE NEEDS OF CHILDREN AND YOUNG PEOPLE

Mitigating Action: SR09B.20: Ensure sufficiency of provision

Lead Officer: Assistant Director – Children's Social Care & Early Help; Head of Children's Partnership Commissioning; Head of Corporate Parenting

Desired Outcome: Expected Output

STRATEGIC RISK: SR09B: FAILURE TO MEET THE NEEDS OF CHILDREN AND YOUNG PEOPLE
Mitigating Action: SR09B.20: Ensure sufficiency of provision

- Right child, right care.
- Efficient and effective use of step-down to suitable care provision.
- Investment in the right support at the right time will be necessary, enhancing prevention so that fewer children come into care in the first place.
- Develop and shape service provision to meet the needs of all children and young people in care at a local level.
- Market Shaping with providers.
- Cost of Children's Services is financially sustainable.
- Sufficiency of placement provision, preventative provision and support.
- Reduction in residential placements.
- Effective overview and scrutiny of all placements of children in care across internal and external fostering and in residential provision.

Milestones

- Strengthening Governance for Access to Resources panel – increased tracking of placements, outcomes, and financial costs.
- Increased efficiencies in oversight of placements.
- Submit budget proposals for 2022-23.
- Budget proposals agreed.
- Establish programme management approach and implementation plans for each project.
- In-House Foster Care new allowances scheme implemented.
- Eden House Assessment Unit implemented and open for placements.
- Tracking of Investments and delivery of cost reductions.

Progress update March 2022

Strengthening of governance for Access to Resource is underway, including capacity and capability to approve, monitor and track outcomes and financial management around children's placements. A further panel, to systematically review the packages of care for children on a regular basis, will be in place from April 2022. Recruitment is underway to the Children's Services Programme Lead (Panels and Processes), a post that will impact on the timely agreement and monitoring and oversight of placements.
The Access to Resources team have increased challenge to providers leading to the de-escalation, reduced funding and review of a number of placement costs for our high-cost placements. This work is ongoing and will further develop over the next six months.
Plans to improve placement sufficiency are being implemented. Investment in the In-House Foster Care new allowances scheme was implemented in September 2021 as part of improving the offer to attract and retain foster carers. Additionally, the Eden House Assessment Unit opened for placements in November 2021 which will provide therapeutic residential care for highly vulnerable young people during a period of individual needs assessment for 16 weeks and decide the most appropriate follow-on placement for the young person. There is ongoing activity regarding regular reviews of children in residential placements and step-down to sustainable suitable

STRATEGIC RISK: SR09B: FAILURE TO MEET THE NEEDS OF CHILDREN AND YOUNG PEOPLE **Mitigating Action: SR09B.20**: Ensure sufficiency of provision
provision. A programme of sufficiency investments and savings have been agreed as part of the 2022-23 budget. A programme management approach is being established to ensure effective implementation of plans. This includes a mechanism for tracking of outcomes and cost reductions.

STRATEGIC RISK: SR26: NON-DELIVERY OF CHILDREN'S SERVICES IMPROVEMENT

RISK OWNER: DIRECTOR OF PEOPLE – CHILDREN AND ADULTS SERVICES

PORTFOLIO: CHILDREN'S SERVICES (LEAD MEMBER)

Current Residual Risk Score CII (Likelihood – significant. Impact – major)

The Children's Services Commissioner's reports of July 2020 and December 2020 concluded that although there is still much to do, progress is being made by the council. The December report recommended that the role of the Commissioner should come to an end; there is no longer any need to consider an Alternative Delivery Model as the council has demonstrated that it now has the capacity and capability to deliver the changes needed, and that an Improvement Adviser should now be appointed.

Gladys Rhodes-White OBE was appointed by the Department for Education (DfE) shortly after.

In May 2021, Ofsted visited Children's Services for a Focused Visit looking at how the council had continued to provide and improve within the Covid19 context. Findings included no child at significant risk of harm, no priority actions and three areas of improvement. The 'relentless focus on improvement' was noted along with a determination to embed change across the service – however, Covid19 new ways of working were also highlighted such as individual risk assessments to ensure the most vulnerable children continued to be visited regularly and face-to-face.

We continue to improve ourselves and ensure positive outcomes for children and young people.

The council's Improvement Plan is being overseen by the Improvement Board, supported by the Department for Education (DfE) appointed adviser, Gladys Rhodes White. Failure to deliver against this plan could result in an inadequate judgement at the next Inspection of Local Authority Children's Services (ILACS), likely to take place in early 2023. Ofsted continue to monitor progress. The most recent monitoring visit took place in September 2021, when inspectors did not find any children whom they considered to be unsafe or left at immediate risk of harm. Although encouraging signs of progress were identified, it is seen as 'fragile' with inconsistencies in the quality and impact of assessments, plans, interventions and management oversight and supervision.

The council continues to support Children's Services to continue to improve and deliver more positive outcomes for children and young people.

Inherent Risk Score AII

We aspire to deliver good and outstanding services that keep children and young people safe and give them the right help, at the right time in their lives. In doing this, we will show strong leadership, we will challenge performance, we will ensure the right level of resources are allocated and used efficiently, and we will build a culture of continuous reflection and improvement. However, during Ofsted's July 2019 inspection of our services, it found that we were not providing these outcomes to a satisfactory level.

Our Children's Services Improvement Action Plan has been, developed in response to the formal recommendations and improvement areas highlighted by Ofsted during their findings of the 'Inspection of Local Authority Children's Services' (ILAC) which took place from 8 July 2019 to 26 July 2019. The plan was has been refreshed and updated in July 2020 to reflect the progress made and to set out the priorities for the coming year annually, and is overseen by the Improvement Board.

This is a key corporate priority, and we are fully committed to working with our partners to deliver this plan and achieve more positive outcomes for children and young people in Medway.

STRATEGIC RISK: SR26: NON-DELIVERY OF CHILDREN'S SERVICES IMPROVEMENT
Target Residual Risk Score DIII Improvement is made at pace and is deemed to be sustainable in order that control of the service remains in control of the council.
Trigger Non-delivery of appropriate and rapid enough improvement following the poor Ofsted inspection rating.
Consequence The council loses control of the service. The Commissioner, in cooperation with the DfE, agrees an alternative delivery model and structure such as Children's Services being delivered by a neighbour. Children and young people in Medway get a poor service from the council and DfE involvement is reconsidered.
Opportunities and the way forward Progressing into the next stage of Commitment to fully implementing the Improvement Plan and evidencing that outcomes for children and families are improved.

STRATEGIC RISK: SR26: NON-DELIVERY OF CHILDREN'S SERVICES IMPROVEMENT **Mitigating Action: SR26.14**: Successful delivery of the Improvement Plan
Lead Officer: Assistant Director – Children's Social Care & Early Help
Desired Outcome: Expected Output The council has improved the service to the level required by the Children's Commissioner, DfE and Ofsted. **Milestones** Workforce stabilised, agency staff and turnover of permanent staff reduced. Performance indicators and audits show continuous improvement. Quality of intervention is consistently meeting standards. Partners working together to deliver on shared objectives for Medway's children.
Progress update December 2021 The Children's Improvement Board, which is independently chaired and has a key role in oversight and challenge of the Improvement Plan, has continued to meet monthly and receives reports on progress from the Director of People and on performance from the Assistant Director of Children's Services. In recognition of progress made, the Improvement Plan was refreshed, updated and signed off by the Board in May 2021. It sets out the agenda for the coming year. The Lead Member, Leader, Chief Executive, Corporate Management Team and colleagues in other council teams have continued to support Children's Services in all aspects of the Improvement Plan and the Lead Member undertakes regular safeguarding visits to

STRATEGIC RISK: SR26: NON-DELIVERY OF CHILDREN'S SERVICES IMPROVEMENT

Mitigating Action: SR26.14: Successful delivery of the Improvement Plan

families along with the Director to ensure a line of sight into practice. Elected members have also had the opportunity to participate in workshops to improve their understanding of how the service is delivered so that they can provide effective scrutiny, support and challenge.

Senior Leaders, including the Leader, Lead Member, Chief Executive and Director meet regularly with the DfE appointed Improvement Adviser to focus on practice improvement and review findings of all quality assurance activity.

Ofsted carried out a second monitoring visit in September 2021. Inspectors did not find any children whom they considered to be unsafe or left at immediate risk of harm. Although encouraging signs of progress were identified, it was seen as 'fragile' with inconsistencies in the quality and impact of assessments, plans, interventions and management oversight and supervision. The experienced and now permanently appointed leadership team are determined to ensure that practice changes are embedded, and that improvement will be sustained. Audit arrangements have been strengthened by a process of moderation and are seen to keep a focus on the critical areas for improvement. Staff report being well supported including throughout the Covid19 pandemic.

The service has continued to seek external support for its improvement work, from Essex as our DfE funded Partner in Practice and from other externally commissioned reviews across all service areas.

The council and its partners will continue to support the service to deliver the priorities in the Improvement Plan and will ensure practitioners and managers have the tools to do the job, and are supported and appropriately challenged to improve practice.

Progress update October 2021

Reviewed but no update required this quarter.

Progress update June 2021

The Children's Improvement Board, which is independently chaired and has a key role in oversight and challenge of the Improvement Plan, has continued to meet monthly and receives reports on progress from the Director of People and on performance from the Assistant Director of Children's Services. In recognition of progress made, the Improvement Plan was refreshed, updated and signed off by the Board in May 2021. It sets out the agenda for the coming year.

The Lead Member, Leader, Chief Executive, Corporate Management Team and colleagues in other council teams have continued to support Children's Services in all aspects of the improvement plan and the Lead Member undertakes regular safeguarding visits to families along with the Director to ensure a line of sight into practice. Elected members have also had the opportunity to participate in workshops to improve their understanding of how the service is delivered so that they can provide effective scrutiny, support and challenge.

Senior Leaders, including the Leader, Lead Member, Chief Executive and Director meet regularly with the DfE appointed Improvement Adviser to focus on practice improvement and review findings of all quality assurance activity.

STRATEGIC RISK: SR26: NON-DELIVERY OF CHILDREN'S SERVICES IMPROVEMENT **Mitigating Action: SR26.14**: Successful delivery of the Improvement Plan
Ofsted suspended their regular programme of quarterly monitoring visits due to Covid19 but have undertaken a Covid19 Assurance visit in May 2021. The report has been published on July 8th. Feedback acknowledged progress and no child was found to be unsafe. Medway was found to know itself well and understand priorities for ongoing improvement work. The service has continued to seek external support for its improvement work, from Essex as our DfE funded Partner in Practice and from other externally commissioned reviews across all service areas. The Child Friendly Medway Board has been set up, chaired by the Chief Executive, and a consultation exercise with children and young people in Medway is currently underway to explore what actions are seen as a priority to improve their experience of living in Medway. This work will benefit all children but must have a particular focus on the most vulnerable.

STRATEGIC RISK: SR32: DATA AND INFORMATION
RISK OWNER: DIRECTOR OF PEOPLE , ASSISTANT DIRECTOR LEGAL & GOVERNANCE
PORTFOLIO: RESOURCES
Current Residual Risk Score CII (Likelihood – significant. Impact – major) The council has a Senior Information Risk Officer (SIRO) and a Caldicott Guardian. The council has a Data Protection Officer. The council manages information risk through a Security and Information Governance Group (SIGG). The council has a suite of information governance policies. The council has information sharing agreements and protocols in place. The council has taken part in a information sharing project which have included Data Protection Impact Assessments (DPIAs) and risk treatment actions. The council has a Kent and Medway information sharing agreement. Training to all officers and to Members is being rolled out successfully.
Inherent Risk Score BII Our Transformation Programme involves an increased reliance on digital technology both for customers and the council. This brings with it an increased information risk particularly regarding personal and health data. Conversely, not sharing information with partners and others minimises the council's ability to improve service delivery and reduce costs. There is also a duty to share information in the interests of client care (Caldicott 2 Report). Local authorities are required to achieve Level 2 on the NHS Data Security and Protection Toolkit annual submission; opportunities to improve the council's position with respect to the toolkit submission 2022 will be identified and an improvement plan developed. Failure to achieve level 2 will mean that Medway Council will lose its trusted partner status. Greater flexibility for the workforce using digital tools brings risk. Greater availability of information from the council brings risk.
Target Residual Risk Score DIII Human error is eradicated from data and information scenarios. Data breaches are very rare and when they occur corrective action is taken quickly, learning implemented and accountability for future improved performance identified. Information sharing is commonplace and well managed.
Trigger • Budget pressures. • The Information Commissioner's Office (ICO) audit reveals areas for improvement.

STRATEGIC RISK: SR32: DATA AND INFORMATION
• Digital Strategy. • Annual NHS Data Security and Protection Toolkit submission. • Review of data protection impact assessments and data sharing agreements.
Consequence • Data loss leads to damage to reputation, fines, claims for damages and enforcement notices from the regulator. • Not achieving cost efficiencies through Digital Strategy changes. • Failing to achieve Members' expectations. • Failing to find new innovations. • Failing to deliver good quality care for residents of Medway.
Opportunities and the way forward ~~Data and information sharing has been a key part of the pandemic response with partners across the Kent Resilience Forum (KRF).~~ ~~Phase one of the Kent and Medway shared care record has been completed and phase two is currently being planned. This project will enable data to be shared between the council and Public Service Partners.~~ ~~Further opportunities for data and information sharing are being investigated between the Police, Further Education providers and Medway Council.~~ Review support for information governance within the organisation. Audit the Council's Data Security and Protection (DSP) Toolkit submission internally to ensure continual improvement. Appoint a deputy SIRO.

STRATEGIC RISK: SR32: DATA AND INFORMATION **Mitigating Action: SR32.01**: The council has ~~a Senior Information Risk Owner (Chief Legal Officer) and a Caldicott Guardian (Director of People) and in time for the General Data Protection Regulation also a Data Protection Officer (the Information Governance Manager)~~ accountability and governance in place for data protection and data security
Lead Officer: Chief Legal Officer Senior Information Risk Owner (Chief Legal Officer)
Desired Outcome: Expected Output ~~To ensure that appropriate organisational safeguards are in place for sharing information.~~ ~~Information governance policies and procedures are available on the intranet.~~ ~~Data Protection Impact Assessments (DPIAs).~~ ~~Information Sharing Agreements (ISAs) and Record of Sharing also exists detailing roles and responsibilities.~~ Senior Information Risk Owner (Chief Legal Officer) and a Caldicott Guardian (Director of People) and a Data Protection Officer (the Information Governance Manager) are all in place with responsibilities noted in their job descriptions.

STRATEGIC RISK: SR32: DATA AND INFORMATION

Mitigating Action: SR32.01: The council has ~~a Senior Information Risk Owner (Chief Legal Officer) and a Caldicott Guardian (Director of People) and in time for the General Data Protection Regulation also a Data Protection Officer (the Information Governance Manager)~~ accountability and governance in place for data protection and data security

The Information Governance (IG) team facilitate completion of the Data Security and Protection Toolkit by the organisation on an annual basis to ensure that appropriate organisational safeguards are in place for sharing information. In compliance with the new DSP Toolkit guidance, the council publishes its Data Protection Impact Assessments (DPIAs).

The council has recommended policies in place:

- Privacy Notice
- Data Protection Policy
- Record Keeping Policy
- Data Security Policy
- Network Security Policy
- Smart Phone Policy

The council undertakes a regular internal audit/review to assure compliance with guidance recommended under the Caldicott Guardian manual. The Caldicott Guardian produces an annual report as outlined in the council's Caldicott Strategy.

Under guidance from the Caldicott Guardian manual, information sharing agreements are kept on a register for the organisation. Equally personal confidential data is only accessible to staff who need it for their current role and access is removed as soon as it is no longer needed.

The Senior Information Risk Owner chairs the Security and Information Governance Group (SIGG) co-sponsored by the Caldicott Guardian. This group provides a corporate overview of all information risk across projects and initiatives across the council.

Under guidance from the Caldicott Guardian manual, regular meetings are held between Senior Information Risk Officer (SIRO) and Caldicott Guardian.

Progress update March 2022

As part of the internal audit into the Caldicott Guardian role, the Senior Information Risk Owner (Chief Legal Officer) and a Caldicott Guardian (Director of People) and a Data Protection Officer (the Information Governance Manager), along with appropriate deputies, all received up-to-date training on data protection. Equally the following actions were undertaken:

- A strategy was produced for the roles and responsibilities of the Caldicott Guardian. This will be reviewed regularly on an annual basis alongside an Annual Report from the Guardian.
- Details of the Caldicott Guardian's identity, roles and responsibilities were made available on both the external and internal websites.
- Specific training was given to all staff on the Caldicott Guardian principles and role.
- Deputies for the Guardian were appointed and assigned.

The Information Governance (IG) team along with appropriate action owners have begun to scope completion of the Data Security and

STRATEGIC RISK: SR32: DATA AND INFORMATION

Mitigating Action: SR32.01: The council has ~~a Senior Information Risk Owner (Chief Legal Officer) and a Caldicott Guardian (Director of People) and in time for the General Data Protection Regulation also a Data Protection Officer (the Information Governance Manager)~~ accountability and governance in place for data protection and data security

Protection (DSP) Toolkit by the organisation ahead of the deadline of June 2022.

A review needs to be undertaken to assure compliance with new DSP Toolkit guidance, regarding the publication of its Data Protection Impact Assessments (DPIAs).

The council's internal audit actions for 2021/22 have been completed. A review will be retaken in Q3 2022/23 following the same operational risks to assure continued compliance. The council's Caldicott Strategy will be refreshed in Q3 as well. An initial review has populated a register of information sharing agreements, however there is an opportunity for the council to do a complete review across all departments. This register is held by the Office of the Caldicott Guardian.

The Security and Information Governance Group (SIGG) co-sponsored by the Caldicott Guardian meets regularly. This group provides a corporate overview of all information risk across projects and initiatives across the council.

The first regular meeting held between Senior Information Risk Officer (SIRO) and Caldicott Guardian was held on 1 April 2022.

Progress update December 2021

Reviewed but no update required this quarter.

Progress update April 2021

The Information Governance team has been augmented by posts to enable a focus on risks related to Children's Services data to support the SIRO and Caldicott Guardian.

~~**STRATEGIC RISK: SR32: DATA AND INFORMATION**~~

~~**Mitigating Action: SR32.02**: Information Sharing Agreement (ISA) for Kent and Medway~~

~~**Lead Officer**: Senior Information Risk Owner (Chief Legal Officer)~~

~~**Desired Outcome: Expected Output**~~

~~Provides the basis for ISAs within Kent and Medway organisations and outside.~~

~~DPIAs, ISAs and ROSs.~~

~~**Progress update December 2021**~~

~~Reviewed but no update required this quarter.~~

~~**Progress update October 2021**~~

~~Reviewed but no update required this quarter.~~

STRATEGIC RISK: SR32: DATA AND INFORMATION

Mitigating Action: SR32.02: Information Sharing Agreement (ISA) for Kent and Medway

Progress update July 2021

Reviewed but no update required this quarter.

Progress update April 2021

Project specific ISAs etc. have continued to be used during the pandemic. Care will be taken as the emergency response starts to diminish and the recovery element increases. Work with partner organisations under the Civil Contingencies Act through the KRF.

STRATEGIC RISK: SR32: DATA AND INFORMATION

Mitigating Action: SR32.03: Security and Information Governance Group (SIGG)

Lead Officer: Chief Finance Officer

Desired Outcome: Expected Output

Providing a corporate overview of all information risk across projects and initiatives.

Minutes of SIGG meetings attended by representatives from Business Support, Public Health, Regeneration, Culture and Environment (RCE) and Children & Adults (C&A) departments.

Progress update December 2021

Reviewed but no update required this quarter.

Progress update October 2021

Medway Council achieved Level 2 of the NHS Data Security and Protection Toolkit annual submission on 30 June 2021; opportunities to improve the council's position with respect to the toolkit submission 2022 will be identified by members of the SIGG and an improvement plan developed.

The SIGG are overseeing a project to automate Freedom of Information Requests using an online form. This form will also promote the Open Government License for the reuse of council data. The form went live in July 2021 for both Freedom of Information requests (FOIs) and Subject Access Requests (SARs) and customers are being redirected to the form on all council publications. The form is providing a standard format for requests which is assisting customers by providing additional guidance and information.

STRATEGIC RISK: SR32: DATA AND INFORMATION

Mitigating Action: SR32.04: Meetings between Senior Information Risk Officer (SIRO) and Caldicott Guardian on specific risks

Lead Officer: Senior Information Risk Owner (Chief Legal Officer)

Desired Outcome: Expected Output

~~**STRATEGIC RISK: SR32: DATA AND INFORMATION**~~

~~**Mitigating Action: SR32.04**: Meetings between Senior Information Risk Officer (SIRO) and Caldicott Guardian on specific risks~~

~~Good regular engagement to discuss risk areas.~~

~~DPIAs, ISAs and ROSs co-signed where relevant.~~

~~**Progress update December 2021**~~

~~Reviewed but no update required this quarter.~~

~~**Progress update October 2021**~~

~~Actions from the internal audit into the role of Caldicott Guardian in March 2021, have been progressed. A draft Caldicott Guardian Plan has been developed and circulated to Senior Managers for feedback. Training for appropriate staff has been undertaken and noted on Human Resources (HR) files. A dedicated channel for Caldicott decisions has now been set up and is visible to the public using Medway Council's website.~~

STRATEGIC RISK: SR32: DATA AND INFORMATION

Mitigating Action: SR32.05: Staff are supported in understanding their obligations under the National Data Guardian's Data Security Standards

Lead Officer: Senior Information Risk Owner (Assistant Director Legal and Governance); Caldicott Guardian (Director of People); Information Governance Manager

Desired Outcome: Expected Output

All staff understand their responsibilities under the National Data Guardian's Data Security Standards, including their obligation to handle information responsibly and their personal accountability for deliberate or avoidable breaches. All staff understand what constitutes deliberate, negligent, or complacent behaviour and the implications for their employment. They are made aware that their usage of IT systems is logged and attributable to them personally. Insecure behaviours are reported without fear of recrimination and procedures which prompt insecure workarounds are reported, with action taken.

Progress update March 2022

Induction packs for all staff continue to require the completion of three courses:

1) General Data Protection Regulation (GDPR) Awareness – A Guide to GDPR

2) Freedom of Information Act 2000 – 2018

3) Information Governance – 2018

All staff complete appropriate annual data security training and pass a mandatory test linked to the revised Information Governance Toolkit. All staff complete an annual security module linked to 'CareCERT Assurance'. The course is followed by a test, which can be re-taken unlimited times but which must ultimately be passed. Staff are supported by their organisation in understanding data security and in passing the test. The training includes a number of realistic and relevant case studies.

STRATEGIC RISK: SR32: DATA AND INFORMATION **Mitigating Action: SR32.05**: Staff are supported in understanding their obligations under the National Data Guardian's Data Security Standards
Staff with specialist roles receive data security and protection training suitable to their role. Senior staff receive suitable data protection and security training.

STRATEGIC RISK: SR36: ALTERNATIVE SERVICE DELIVERY MODELS
RISK OWNER: ASSISTANT DIRECTOR REGENERATION, CHIEF OPERATING OFFICER
PORTFOLIO: LEADER
Current Residual Risk Score BIII (Likelihood – high. Impact – moderate) All alternative delivery models are required to produce business cases that are considered by Corporate Management Team and then by Cabinet. The performance of these models is regularly reviewed by Cabinet and scrutinised by the relevant Overview and Scrutiny Committee. Where issues arise, these can also be discussed by Corporate Management Team, where this is a standing agenda item. Underperformance is identified by client-side officers or Members and mitigating action is taken or expected. The effect of the action to date has been to develop a smooth transition and improve working relationships and clarify and confirm savings and consequences.
Inherent Risk Score BII A growing number of council services are operated through alternative delivery models including outsourcing / insourcing, trusts, joint ventures, Local Authority Traded Companies, partnerships and shared services and joint commissioning. The primary driver for entering into such models is typically to reduce costs while protecting service delivery and building resilience. A lack of robust management of these delivery models can lead to underperformance. As a result of more new models, governance arrangements are more complex. Weak or ineffectual oversight / management / monitoring by the council as expertise is transferred to the new delivery model. Failures in governance that expose untreated risk.
Target Residual Risk Score CIII Ultimately as these alternative delivery models embed, the council will be looking for increased revenue income and higher levels of performance.
Trigger Weak options appraisals / businesses cases; opportunities overstated as commercial markets are not realised, and risks understated. Failure to effectively manage (staffing, relationships, agreements / contracts) the transition between the council and the service delivery model. Limited due diligence conducted on new service provider or key individuals in that provider. Weak or unclear agreements / contract and governance arrangements. Failure of a provider, risking failure to deliver services.
Consequence • Failure to meet statutory responsibilities to residents.

STRATEGIC RISK: SR36: ALTERNATIVE SERVICE DELIVERY MODELS

- Unexpected costs from the new delivery model.
- The delivery model is not sustainable; responsibility for delivery of function unexpectedly transfers back to the council.
- Reputation of the council is damaged by activities of the delivery model.
- Council or delivery model expectations not met by new arrangements.
- No option to renegotiate terms if circumstances change.
- Reduced influence / control of the council.
- Delivery model operates at a loss with deficit met from local taxation.

Opportunities and the way forward

~~A Covid19 lessons learned exercise has been carried out, and this included identifying opportunities for the alternative delivery models.~~

The decision taken by the council in February 2022 to bring back the recruitment agency from Kyndi, whilst representing a challenge for the company, also offers an opportunity to rethink its strategy and focus on growing the telecare and CCTV services.

Medway Development Company (MDC) Ltd. has established a subsidiary and is now considering the business case for entering the private rented sector, as a strategy for ensuring its longer term future.

STRATEGIC RISK: SR36: ALTERNATIVE SERVICE DELIVERY MODELS

Mitigating Action: SR36.01: Robust options appraisals, and detailed business cases prepared

Lead Officer: Relevant Assistant Director for each Service

Desired Outcome: Expected Output

Ensure effective decision making.

The council only enters into arrangements that are beneficial to the service and/or budget and are sustainable.

Milestones

Cabinet considers all business cases prior to any alternative arrangements being agreed.

Progress update April 2022

The Chief Operating Officer and Leader have been reviewing the private rented sector business case presented by the Medway Development Company (MDC) Ltd. Board.

Progress update January 2022

Reviewed but no update required this quarter.

Progress update October 2021

As no new alternative delivery models are planned no updates are required.

STRATEGIC RISK: SR36: ALTERNATIVE SERVICE DELIVERY MODELS
Mitigating Action: SR36.01: Robust options appraisals, and detailed business cases prepared

Progress update July 2021
Reviewed but no update required this quarter.

Progress update April 2021
A report was provided to Cabinet updating the branding change from Medway Commercial Group (MCG) to Kyndi and providing the latest Business Plan for consideration and approval. A recent Medway Development Company (MDC) report provided Members with a confidential cashflow that indicates the level of risk (and reward) the council as shareholder is taking during the currency of live projects. This was in response to requests from Audit Committee Members.

STRATEGIC RISK: SR36: ALTERNATIVE SERVICE DELIVERY MODELS
Mitigating Action: SR36.02: Project management approach to implementation

Lead Officer: Relevant Assistant Director for each Service

Desired Outcome: Expected Output
Clear agreed milestones for implementation in agreed timescale.
Smooth transition into the new delivery model.

Progress update April 2022
An officer project group, chaired by the Chief Operating Officer, has been established to manage the transition of the Kyndi recruitment agency back to the council.
Another officer project group, again chaired by the Chief Operating Officer, has been established, as the Medway Norse contracts expire in March 2023. This group will review specifications and the existing contract terms, to inform negotiations with Norse. It will also ensure compliance with procurement rules and that the correct governance is followed.
The Assistant Director for Regeneration holds monthly meetings with the Operations Director of Medway Development Company (MDC) and updates Portfolio Holders and Senior Officials through mediums such as individual one-to-one meetings, the Corporate Strategic Property Board and Member Project Advisory and Oversight Board.

Progress update January 2022
The Assistant Director for Regeneration continues to meet regularly with the Medway Development Company and update portfolio members where applicable through mediums such as the Corporate Strategic Property Board.

STRATEGIC RISK: SR36: ALTERNATIVE SERVICE DELIVERY MODELS **Mitigating Action: SR36.03**: Communication and stakeholder management
Lead Officer: Relevant Assistant Director for each Service
Desired Outcome: Expected Output Stakeholders informed / consulted. Smooth transition into the new delivery model.
Progress update April 2022 The newly established project groups for the Kyndi and Medway Norse projects comprise of officers from across the council and from the companies themselves, working in partnership and in an open and transparent manner. Regular updates are provided to the relevant portfolio holder and to the Boards of both companies. Updates will also be included in the six-monthly reports to Cabinet. Work is currently underway for an update to Cabinet in June 2022.
Progress update January 2022 An update report was presented to the Overview and Scrutiny Committee in Q3.

STRATEGIC RISK: SR36: ALTERNATIVE SERVICE DELIVERY MODELS **Mitigating Action: SR36.04**: Sound legal and procurement advice on chosen delivery model
Lead Officer: Chief Legal Officer
Desired Outcome: Expected Output Robust agreements / contracts with clarity over responsibilities. Smooth operation of services, and effective dispute resolution.
Progress update April 2022 Legal Services and Category Management colleagues are included on both officer project groups.
Progress update December 2021 As no new alternative delivery models are planned no updates are required.
Progress update October 2021 As no new alternative delivery models are planned no updates are required. **Progress update July 2021** Legal and procurement advice sometimes commissioned from external experts continues to be taken on all significant transactions.

STRATEGIC RISK: SR36: ALTERNATIVE SERVICE DELIVERY MODELS **Mitigating Action: SR36.05**: Robust scrutiny / oversight mechanisms to ensure clear corporate understanding
Lead Officer: Corporate Management Team
Desired Outcome: Expected Output The delivery model and council are held accountable for quality and cost of service. The council are able to rely on financial information for robust financial planning. High performance. Financial resilience.
Progress update April 2022 Scrutiny and oversight of the proposals affecting all three of our companies is exercised at all levels, through officer project groups, Board meetings, portfolio holder briefings and through regular reporting to Cabinet and Overview and Scrutiny (O&S) committees. Oversight and scrutiny by the board and senior council officials takes place frequently, including through mediums such as Officer Project Board and Member Project Advisory and Oversight Board. The Assistant Director for Regeneration and Chief Operating Officer attend Medway Development Company (MDC) Board meetings on a quarterly basis.
Progress update January 2022 As the programme of housing developments being undertaken by Medway Development Company (MDC) Ltd. has moved beyond the business case stage and into implementation, the level and frequency of scrutiny being exercised by both the Board and officers at the council continues at an increased frequency.

STRATEGIC RISK: SR36: ALTERNATIVE SERVICE DELIVERY MODELS **Mitigating Action: SR36.06**: Reporting from and on delivery models with clear outcomes
Lead Officer: Relevant Assistant Director for each Service
Desired Outcome: Expected Output Effective performance management. High or improving performance of delivery model.
Progress update April 2022 Scrutiny and oversight of the proposals affecting all three of our companies is exercised at all levels, through officer project groups, Board meetings, portfolio holder briefings and through regular reporting to Cabinet and Overview and Scrutiny (O&S) committees. Updates continue to be taken to Cabinet on a regular basis, with the next update report due to go to Cabinet in June 2022.
Progress update January 2022 Regular updates continue to be taken to Cabinet for MDC Ltd, comprising a covering report written from the perspective of the council as

STRATEGIC RISK: SR36: ALTERNATIVE SERVICE DELIVERY MODELS **Mitigating Action: SR36.06**: Reporting from and on delivery models with clear outcomes
client and accompanied by a balanced scorecard style report written from the perspective of the company. The most recent six-monthly update report was taken to Cabinet on 16 November 2021.

STRATEGIC RISK: SR36: ALTERNATIVE SERVICE DELIVERY MODELS **Mitigating Action: SR36.07**: Business continuity arrangements
Lead Officer: Chief Operating Officer
Desired Outcome: Expected Output The delivery model and council both have clear roles and responsibilities in the event of any business continuity incident to enable continuity of service.
Progress update April 2022 Reviewed but no update required this quarter.
Progress update December 2021 Reviewed but no update required this quarter.
Progress update October 2021 The Head of Corporate Insight, Performance and Information Governance has recently met with senior management at all of our alternative delivery models and been satisfied that they have in place effective risk management strategies to inform their business continuity arrangements. Her conclusions were recently reported to Business Support Overview and Scrutiny Committee.

STRATEGIC RISK: SR37: CYBER SECURITY

RISK OWNER: CHIEF OPERATING OFFICER

PORTFOLIO: RESOURCES

Current Residual Risk Score AI (Likelihood – very high. Impact – catastrophic)

The council manages cyber security risk, along with general information security risk, by having robust policies and procedures in place. These policies and associated actions are audited internally and externally with the result reported to appropriate council committees. In addition, the council is accredited against the Public Service Network (PSN) code of connection criteria that provides assurances that the ICT infrastructure is managed and monitored using methods commensurate with recognised good practice and the guidance issued by CESG (the UK government's National Technical Authority for Information Assurance).

The recent ICT structure has put in place a dedicated ICT Network and Cyber Security Manager. This has ensured that ICT has a senior manager responsible for security who is constantly monitoring the system for potential threats and ensuring PSN compliance. All required certifications / accreditations are in place and being constantly reviewed.

Inherent Risk Score AI

As there are no mitigations that are completely effective against malware infection, we should develop a defence-in-depth strategy for the organisation. This consists of multiple layers of defence with several mitigations at each layer. This will improve resilience against malware without disrupting the productivity of services. These layers will also have multiple opportunities to detect malware, and then stop it before it causes real harm to the organisation. Accepting the fact that some will get through will help plan for the day when an attack is successful, and minimise the damage caused.

When building defences against malware, it is recommended that mitigations are developed in each of the following three layers:

Layer 1: preventing malicious code from being delivered to devices.

Layer 2: preventing malicious code from being executed on devices.

Layer 3: increasing resilience to infection, and to enable rapid response should an infection occur.

Target Residual Risk Score CI

The cyber security risk is omnipresent and only by constantly maintaining the information security environment at levels accredited by CESG (PSN CoCo certification) can the council afford a degree of confidence that all that can be done is being done to mitigate this risk.

The council needs to consistently complete external auditing and security internal and external penetration testing on an annual basis to keep target residual risk to CI levels.

Since all appropriate actions are being taken to maintain cyber security the risk has been managed to as low as possible. However, this will remain on the strategic risk register in view of the inevitability of a cyber-attack.

PSN CoCo compliance is going to be coming to an end in the forthcoming years. In preparation of this Medway Council is going to start the journey to be Cyber Essential Plus certified.

Cyber Essentials Plus involves an audit of your system by one of our highly trained assessors. The aim of the assessment is to confirm that all controls that have been declared in Cyber Essentials are implemented on the organisation's network. By undertaking and

STRATEGIC RISK: SR37: CYBER SECURITY
completing Cyber Essentials Plus you can declare publicly that your organisation has been proven to meet baseline security standards set out by Cyber Essentials. The key elements of a Cyber Essentials Plus audit can be summarised as follows: An assessor will pick a sample of computers at your organisation and perform an audit to ensure that the devices are configured as per the scheme. A vulnerability scan will be performed on these machines to confirm patching and basic configuration is at an acceptable level. An external port scan of your internet facing IP addresses will be conducted to ensure no clear and obvious misconfigurations or vulnerabilities can be identified. A test will be conducted on your default email/internet browser to confirm how well configured they are to prevent execution of fake malicious files. Screenshots will be taken as evidence that the system is Cyber Essentials compliant. Should there be any issues identified that require remediation, there is an extended period of 30 days with this package. Failure to complete remediation in this time will result in a fail. (Please see Cyber Essentials Plus Extra if more time is required) On successful certification of your organisation, you will be provided with a certificate that is valid for 12 months from the pass date. Optionally, you may be added to a list of Cyber Essentials certified companies, and you can henceforth advertise your organisation's compliance to the Cyber Essentials Scheme.
Trigger A cyber security incident leading to partial or total loss of system integrity.
Consequence • Reduced service delivery across multiple departments over an extended period. • Data leaks. • Financial loss. • Reputational damage. • Held to Ransom.
Opportunities and the way forward Work commenced in preparing for the pre-requisites to obtain Cyber Essential Plus accreditation. Due to Covid19 this work has been paused as it is not an essential requirement to obtain this accreditation, however the work in improving cyber security has continued. This position will be reviewed after April 2021. The ICT Network & Cyber Security Manager has specific responsibilities for the security of the network, overseeing user privileges and security policies, and user education and awareness. System monitoring software tools are being reviewed to determine whether there are solutions that will further strengthen the cyber security measures already in place.

STRATEGIC RISK: SR37: CYBER SECURITY
Endpoint device protection (protecting the end user devices) – areas have been found for improvement to ensure that should an individual's machine be infected with ransomware; the ransomware could potentially manoeuvre laterally within that network segment. Reviews of solutions to address this issue have taken place and some indicative costs have been received. This is to be reflected on ICT's Medium Term Financial Strategy (MTFS) strategy to address how the solution could be funded. Immutable backups – There have been several councils hit by ransomware recently and one of the key lessons learned from those events is that the recovery process could have been drastically improved if the councils had immutable copies of the backup data. What this means is that the disks and the data are not able to be encrypted by a ransomware attack.
ICT have been reviewing guidance provided by the National Cyber Security Centre (NCSC). We are actively reviewing systems and applications to ensure they are up to the latest version. An area that needs to be addressed is the formation of a formal Cyber Security Incident Response team (CSIRT). The core team will usually be ICT and Cyber Security staff. The extended team may include other capabilities such as the Communications, human resources (HR) and Legal teams. Training for key contributors is currently being identified. The ICT team is monitoring the situation closely and keeping a watchful eye on suspicious traffic. There has been an increase in phishing email attempts however these have not shown to have originated from Russia or are related to this situation at present.

STRATEGIC RISK: SR37: CYBER SECURITY **Mitigating Action: SR37.01: Secure configuration**: Remove or disable unnecessary functionality from systems, and to quickly fix known vulnerabilities.
Lead Officer: Head of ICT
Desired Outcome: Expected Output A Patch Management regime is in place to treat known vulnerabilities. **Milestones** Certified PSN compliance. Cyber Essentials Plus certification.
Progress update April 2022 Public Service Network (PSN) penetration is due to begin in the first week of May 2022. The scope of the test will include internal infrastructure and external scans.
Progress update January 2022 PSN certification was received. Expiry is September 2022. ICT is in preparation for PSN 2022 scan starting in March 2022. ICT is currently reviewing systems to improve the visibility and ability to

STRATEGIC RISK: SR37: CYBER SECURITY
Mitigating Action: SR37.01: Secure configuration: Remove or disable unnecessary functionality from systems, and to quickly fix known vulnerabilities.

mitigate threats imposed to end user devices. We are looking into having the ability to monitor devices both off-net and on-net due to the increased number of staff working from home.

ICT has begun to configure a new SIEM (Security information Event Management) server provided by the National Cyber Security Centre (NCSC).

Logging Made Easy can:

- Tell you about software patch levels on enrolled devices.
- Show where administrative commands are being run on enrolled devices.
- See who is using which machine.
- In conjunction with threat reports, it is possible to query for the presence of an attacker in the form of Tools, Techniques and Procedures (TTPs).

STRATEGIC RISK: SR37: CYBER SECURITY
Mitigating Action: SR37.02: Network security: Create and implement policies and appropriate architectural and technical responses, thereby reducing the chances of attacks succeeding

Lead Officer: Head of ICT

Desired Outcome: Expected Output

Network policies are in place to prevent attacks.

Milestones

Certified PSN compliance.

Cyber Essentials Plus certification.

Progress update April 2022

Migration to the new core firewalls has been scheduled for the 29th April to 30th April 2022. The organisation has been informed of potential disruptions to services over the weekend.

Progress update January 2022

Certified PSN compliance – valid until September 2022.

ICT has procured new Core firewalls to upgrade the existing perimeter firewalls. This programme will be completed by April 2022.

STRATEGIC RISK: SR37: CYBER SECURITY

Mitigating Action: SR37.03: Managing user privileges: All users should be provided with a reasonable (but minimal) level of system privileges and rights needed for their role. The granting of highly elevated system privileges should be carefully controlled and managed.

Lead Officer: Head of ICT

Desired Outcome: Expected Output

User policies are in place to ensure system privileges meet role requirements.

Milestones

Certified PSN compliance.
Cyber Essentials Plus certification.

Progress update April 2022

Password guidance has been updated in the new ICT Security policy and will be made mandatory for the organisation to update their password in June 2022 to meet the new minimum password requirements.

Progress update January 2022

Certified PSN compliance – valid until September 2022.
Reviewed latest security guidelines and the minimum password length should be 14 characters. ICT is working out on a migration plan to change the minimum password length.

STRATEGIC RISK: SR37: CYBER SECURITY

Mitigating Action: SR37.04: User education and awareness: Users have a critical role to play in their organisation's security and so it's important that security rules and the technology provided enable users to do their job as well as help keep the organisation secure. This can be supported by a systematic delivery of awareness programmes and training that deliver security expertise as well as helping to establish a security-conscious culture

Lead Officer: Head of ICT

Desired Outcome: Expected Output

Information and cyber security training is available to all system users. Staff induction references cyber security risks and user responsibilities for risk treatment.

Milestones

Certified PSN compliance.
Improvement in adoption of Meta compliance across all service areas.

STRATEGIC RISK: SR37: CYBER SECURITY

Mitigating Action: SR37.04: User education and awareness: Users have a critical role to play in their organisation's security and so it's important that security rules and the technology provided enable users to do their job as well as help keep the organisation secure. This can be supported by a systematic delivery of awareness programmes and training that deliver security expertise as well as helping to establish a security-conscious culture

Progress update April 2022

The start of the cyber awareness campaign in April 2022 is still to be delivered on time.

Progress update January 2022

The cyber awareness 2022/23 campaign programme is currently getting authored to start delivery in April 2022. The key items to be delivered are as follows:

1. Introduction to Cyber Security
2. Ransomware
3. Secure Remote working
4. Phishing awareness
5. Social Media Awareness
6. Physical Security
7. Email Essentials
8. Password Safety
9. Everyday threats
10. Am I a target?
11. Privacy/General Data Protection Regulation (GDPR)
12. Social Engineering regarding the holidays

STRATEGIC RISK: SR37: CYBER SECURITY

Mitigating Action: SR37.05: Incident management: All organisations will experience security incidents at some point. Investment in establishing effective incident management policies and processes will help to improve resilience, support business continuity, improve customer and stakeholder confidence and potentially reduce any impact.

Lead Officer: Head of ICT

Desired Outcome: Expected Output

ICT security policies are in place and regularly reviewed. Any recognised cyber security incident is reported to the appropriate board.

STRATEGIC RISK: SR37: CYBER SECURITY **Mitigating Action: SR37.05: Incident management**: All organisations will experience security incidents at some point. Investment in establishing effective incident management policies and processes will help to improve resilience, support business continuity, improve customer and stakeholder confidence and potentially reduce any impact.
Milestones Certified PSN compliance. Cyber Essentials Plus.
Progress update April 2022 Reviewed but no update required this quarter.
Progress update January 2022 A review is required to align all the service areas Business Continuity Plans (BCPs) to an ICT service recovery plan. We have identified that Medway Council needs to create a priorities list of services that need to be recovered in the event of an incident and the ICT service recovery plan must be designed around these priorities.

STRATEGIC RISK: SR37: CYBER SECURITY **Mitigating Action: SR37.06: Malware prevention**: Malicious software, or malware, is an umbrella term to cover any code or content that could have a malicious, undesirable impact on systems. Any exchange of information carries with it a degree of risk that malware might be exchanged, which could seriously impact your systems and services. The risk may be reduced by developing and implementing appropriate anti-malware policies as part of an overall 'defence in depth' approach.
Lead Officer: Head of ICT
Desired Outcome: Expected Output Policies are in place to monitor and capture known malicious code. **Milestones** Certified PSN compliance. Cyber Essentials Plus.
Progress update April 2022 Fortimail performance continues to perform well. We have seen a slight increase in phishing mail attempts however ones that have had an action recorded against them from the users were successfully mitigated.
Progress update January 2022 The Fortimail malware protection has performed well over the last year and mitigated 529 critical malware virus outbreaks.

STRATEGIC RISK: SR37: CYBER SECURITY

Mitigating Action: SR37.06: Malware prevention: Malicious software, or malware, is an umbrella term to cover any code or content that could have a malicious, undesirable impact on systems. Any exchange of information carries with it a degree of risk that malware might be exchanged, which could seriously impact your systems and services. The risk may be reduced by developing and implementing appropriate anti-malware policies as part of an overall 'defence in depth' approach.

The summary figures for the last 12 months are as follows:

- Not Spam messages delivered = 21.9% (26,110,809 of 119,185,536 messages)
- Spam Messages blocked = 78.0% (93,014,691 of 119,185,536 messages)
- Virus infected messages blocked = 0.1% (60,036 of 119,185,536 messages)

STRATEGIC RISK: SR37: CYBER SECURITY

Mitigating Action: SR37.07: Monitoring: System monitoring provides a capability that aims to detect actual or attempted attacks on systems and business services. Good monitoring is essential in order to effectively respond to attacks. In addition, monitoring allows you to ensure that systems are being used appropriately in accordance with organisational policies. Monitoring is often a key capability needed to comply with legal or regulatory requirements

Lead Officer: Head of ICT

Desired Outcome: Expected Output

Security Incident and Event Management (SIEM) systems are in place.

Milestones

Certified PSN compliance.

Progress update April 2022

Implementation of Logging Made Easy (LME) is still ongoing.

Progress update January 2022

ICT has begun to configure a new Security information Event Management (SIEM) server provided by the National Cyber Security Centre (NCSC).

Logging Made Easy can:

- Tell you about software patch levels on enrolled devices.
- Show where administrative commands are being run on enrolled devices.
- See who is using which machine.
- In conjunction with threat reports, it is possible to query for the presence of an attacker in the form of Tools, Techniques and

STRATEGIC RISK: SR37: CYBER SECURITY **Mitigating Action: SR37.07: Monitoring**: System monitoring provides a capability that aims to detect actual or attempted attacks on systems and business services. Good monitoring is essential in order to effectively respond to attacks. In addition, monitoring allows you to ensure that systems are being used appropriately in accordance with organisational policies. Monitoring is often a key capability needed to comply with legal or regulatory requirements
Procedures (TTPs).

STRATEGIC RISK: SR37: CYBER SECURITY **Mitigating Action: SR37.08: Removable media controls**: Removable media provide a common route for the introduction of malware and the accidental or deliberate export of sensitive data. You should be clear about the business need to use removable media and apply appropriate security controls to its use.
Lead Officer: Head of ICT
Desired Outcome: Expected Output Removable media policies are in place with security controls on user devices. **Milestones** Certified PSN compliance.
Progress update April 2022 Public Service Network (PSN) penetration is due to begin in the first week of May 2022. The scope of the test will include internal infrastructure and external scans.
Progress update January 2022 Certified PSN compliance – valid until September 2022 Policy and controls were reviewed in December 2021.

STRATEGIC RISK: SR37: CYBER SECURITY **Mitigating Action: SR37.09: Home and mobile working**: Mobile working and remote system access offers great benefits but exposes new risks that need to be managed. You should establish risk-based policies and procedures that support mobile working or remote access to systems that are applicable to users, as well as service providers. Train users on the secure use of their mobile devices in the environments they are likely to be working in.
Lead Officer: Head of ICT
Desired Outcome: Expected Output

STRATEGIC RISK: SR37: CYBER SECURITY **Mitigating Action: SR37.09: Home and mobile working**: Mobile working and remote system access offers great benefits but exposes new risks that need to be managed. You should establish risk-based policies and procedures that support mobile working or remote access to systems that are applicable to users, as well as service providers. Train users on the secure use of their mobile devices in the environments they are likely to be working in.
Policies are in place to ensure mobile working devices are managed and monitored for security breaches. Two factor authentication (2FA) policies are in place to manage remote access to systems. **Milestones** Certified PSN compliance.
Progress update April 2022 Public Service Network (PSN) penetration is due to begin in the first week of May 2022. The scope of the test will include internal infrastructure and external scans.
Progress update January 2022 Certified PSN compliance – valid until September 2022 Review of the ICT Security policy took place in December 2021. The policy is still in draft as it is getting ratified.

STRATEGIC RISK: SR39: FINANCIAL PRESSURES ON SEN BUDGETS

RISK OWNER: ASSISTANT DIRECTOR EDUCATION AND SEND

PORTFOLIO: CHILDREN'S SERVICES

Current Residual Risk Score BII (Likelihood – high. Impact – major)

~~The number of Education and Health Care Plans (EHCPs) has been rising over time (42% since 2015). The proportion of children and young people (CYP) with EHCPs in Medway that are catered for within mainstream schools is significantly lower than the national figure. In Medway, 1.9% of all pupils attending a mainstream primary school have a EHCP compared to 2.1% nationally. For secondary the gap increases, with 1.4% of pupils attending mainstream secondary school with a EHCP, compared to 2% nationally.~~

~~The increase in the numbers of pupils accessing specialist provision because of this continues to be a pressure on the council with budgets currently excessively overspent. The council has submitted a budget recovery plan to rectify this and meetings are set up with the Education and Skills Funding Agency (ESFA) to review.~~

The number of Education and Health Care Plans (EHCPs) has been rising over time. Nationally there has been a rise of 33% since 2018; Medway has seen a rise of 23.2% since 2018. Medway had a higher rate of EHCP per 10k than national in all age groups. The increase in numbers and complexity of need continues to be a pressure on the council with budgets currently excessively overspent. The council has submitted a budget recovery plan and meetings are set up with the Education and Skills Funding Agency.

There is currently a statutory override which has the effect of separating any such deficit from a local authority's general fund. This expires in September 2023.

Work has been undertaken to bring the proportion of EHCPs in line with National, however the current high cost of placements continues to place significant pressure on the budget.

Inherent Risk Score BII

Pressures from increasing demand on specialist provision places extreme financial pressure on the High Needs Budget, which could result in us not meeting our statutory educational duties for children and young people (CYP) aged 0-25 who have Special Educational Needs and Disabilities (SEND).

Target Residual Risk Score DIII

Increased funding from central government will work towards removing the risk to vulnerable children and young people with SEND. A review of SEND funding is currently taking place at central government level. ~~Safety valve funding (emergency High Needs Budget (HNB) recovery funding) has been used to wipe off other local authority (LA) deficits.~~ The council is reviewing the placement of children with EHCPs to ensure placements are in line with National.

Trigger

The council does not receive enough High Needs Budget (HNB) to match increasing demand and complexity of need. ~~The current activity of placing more children in specialist provision than the national average continues.~~ There are not enough children with EHCPs catered for by their local mainstream schools.

Consequence

STRATEGIC RISK: SR39: FINANCIAL PRESSURES ON SEN BUDGETS

- Unable to provide our statutory education duties for children and young people aged 0-25 who have SEND.
- Poorer outcomes for children and young people.
- Budget pressures with consequences across the council.
- Impact on regulatory judgement.
- Money drawn from other services.
- Costs spiral.
- Adverse effect on staff morale affected.

Opportunities and the way forward

~~A revised recovery plan is in place with a focus on developing the capacity of mainstream schools to be able to cater for the needs of CYP with EHCPs. We need to keep pressing the Department for Education (DfE) / ESFA for the level of financial support made available to the five LAs already awarded emergency HNB recovery funding.~~

A revised high needs deficit recovery plan is in place and will take four years for the council to achieve a positive in-year balance. We need to keep pressing the Department for Education (DfE) / Education and Skills Funding Agency (ESFA) for the level of financial support made available to the five Local Authorities (LAs) already awarded emergency High Needs Budget (HNB) recovery funding.

Medway was notified in February 2022 that we will be invited to take part in the 'safety valve' intervention programme with the DfE in the 2022-23 financial year. The aim of the programme is to agree a package of reform to the high needs system that will bring the dedicated schools grant (DSG) deficit under control. This will begin in April 2022 and we are awaiting more information from the ESFA.

STRATEGIC RISK: SR39: FINANCIAL PRESSURES ON SEN BUDGETS

Mitigating Action: SR39.01: SEN budgets are being closely monitored and spend is being reviewed more robustly.

Lead Officer: Head of Integrated Disability

Desired Outcome: Expected Output

Successful management of the budget deficit recovery plan.

Progress update March 2022

The new special school and resource provision SEN school places and the capital projects required to achieve these remain on track, however there is the risk of delays to required building work due to difficulty accessing building materials post Covid19. This is being carefully monitored.

The Education and Skills Funding Agency (ESFA) have announced the High Needs Budget (HNB) for 2022-23. Medway has been allocated £49m which is more than a 7% increase from 2021-22 which was £45.5m. This is less than we were budgeting for and adds pressure to the High Needs Deficit Recovery Plan.

Progress update January 2022

STRATEGIC RISK: SR39: FINANCIAL PRESSURES ON SEN BUDGETS **Mitigating Action: SR39.01**: SEN budgets are being closely monitored and spend is being reviewed more robustly.
A commissioning function is being established to effectively manage and oversee the externally commissioned placements from the HNB and ensure that these placements are providing high quality outcomes and the best value for money. The schools forum have agreed a transfer of £850,000 to the high needs block to be used to support mainstream schools to be able to cater for more CYP with EHCPs. A revised recovery plan has been written with a focus on removing the in-year deficit and aligning with 'safety valve' funding requirements.
Progress update October 2021 The new special school and resource provision SEN School places and the capital projects required to achieve these remain on track, however, there is the risk of delays to required building work due to difficulty accessing building materials post Covid19. This is being carefully monitored. The ESFA have announced the High Needs Budget for 2022-23. Medway has been allocated £49m which is a 7.75% increase from 2021-22 which was £45.5m. This is less than we were budgeting for and adds pressure to the High Needs Deficit Recovery Plan.

STRATEGIC RISK: SR02: BUSINESS CONTINUITY AND EMERGENCY PLANNING
RISK OWNER: DIRECTOR OF PLACE AND DEPUTY CHIEF EXECUTIVE, CHIEF OPERATING OFFICER
PORTFOLIO: BUSINESS MANAGEMENT (CROSS CUTTING)
Current Residual Risk Score DII (Likelihood – low. Impact – major) The Emergency Plan is subject to rigorous testing on a regular basis both internally and externally with the plan continually refined as a result to meet the ever-changing needs of the council and local area. An annual presentation on Business Continuity is included at a meeting of all council Service Managers. Assistant Directors are responsible for ensuring that the testing of business continuity plans has taken place. Testing to date has been completed during live incidents. The Corporate Business Continuity Plan is ~~continually being~~ refreshed annually ~~and is aligned to the Emergency Plan~~.
Inherent Risk Score CI Duties under the Civil Contingencies Act require councils to have an Emergency Plan. The Emergency Management and Response Structure may not be robust enough to respond to a major emergency. Every business activity is at risk of disruption from a variety of threats, which vary in magnitude from catastrophic through to trivial, and include pandemic flu, fire, flood, loss of utility supplies and accidental or malicious damage of assets or resources. The change of council assets / responsibilities going to either commissioned or third-party contractors, Medway Norse or ~~Medway Commercial Group~~ Kyndi also provides unique challenges to the established roles and responsibilities during planning and response to Emergency Events.
Target Residual Risk Score DII The council will never be able to reduce the risk further as it is impossible to completely mitigate unforeseen adverse events. The council needs to consistently complete hard and soft testing of its business continuity plans to ensure it achieves and maintains the DII risk scoring.
Trigger A significant adverse event occurs, and the council is found wanting or negligent in its planning and/or operational response.
Consequence Emergency planning • Response to the event is not rapid, adequate nor effective. • Lack of clear communication lines. • ~~Essential service priorities not clearly understood.~~ • Communication between agencies and the public is poor. • There is a perception by residents that the council does not have a visible presence at the incident. • Residents expect more from their council.

STRATEGIC RISK: SR02: BUSINESS CONTINUITY AND EMERGENCY PLANNING
• Local press quick to seize issue. • Comparisons made with other local authorities and resilience groups. • A death, or deaths, in the community. • Community cohesion issues. • ~~Disruption to critical services.~~ • Review of Civil Contingency expectations nationally. • Legal challenge under the 'Civil Contingencies Act 2004'. Business Continuity • Essential service priorities not clearly understood. • Disrupition to critical services.
Opportunities and the way forward Emergency Planning The Covid19 emergency allowed for a faster solution to the remote working problem. If properly applied, problems like snow and fuel disruption will be eased slightly because of this project. Business Continuity As a result of Covid19 the Corporate Business Continuity Plan and Business Continuity (BC) training will be reviewed to include best practice, lessons learnt, and observations made from the council's response and recovery plans. Cabinet received a paper on the council's Covid19 response on 7 July 2020 and Covid19 recovery on 25 August 2020. Council services refreshed their business continuity plans in October 2020 in preparation for the Covid19 pandemic second wave and EU Exit by 31 December 2021. Business Support Overview and Scrutiny received a paper on 28 January 2021 on the risk environment to consider the wider risk environment facing the council, including the differences between the Corporate Risk Register, business continuity and emergency planning. Cabinet and Business Support Overview and Scrutiny received a paper on 30 March 2021 on the council's Covid19 Response and Recovery actions and plans. A complete project is required to fully understand the effects of new ways of working and as per lessons identified the Civil Contingency Category 1 responder roll is required to be emphasised at induction and reminders placed in all employment contracts. This has now been recognised by Operation Phoenix and a full internal recruitment drive is about to start.

STRATEGIC RISK: SR02: BUSINESS CONTINUITY AND EMERGENCY PLANNING
Mitigating Action: SR02.01: Continued review and develop the Council's Major Emergency Plan (MEP) including any Lessons Identified

Lead Officer: Director of Place and Deputy Chief Executive

Desired Outcome: Expected Output
Revised plan agreed by Corporate Management Team.
Continued engagement with Kent Resilience Forum (New contract signed March 2022).
Staff trained in emergency response management at all levels.
A sustainable and robust on call rota in place at all levels.
Existing plan in place.
Programme of on-going review of Control of Major Accident Hazards (COMAH) plans (Ex Combine to test the reviewed plans May 2022).
Emergency response operations room in place.
On call rota (Blue Card for routine, enhanced for Standdown Periods) in place covering all roles and responsibilities 24/7.

Milestones
Draft plan in place.
Call out arrangements in place covering all roles and responsibilities 24/7 (Blue Card) (enhanced during Local Authority (LA) stand down periods).
Reduced relevant staff training during 2021/22.
Emergency Planning is to be audited 2022/23.

Progress update April 2022
Reviewed but no update required this quarter.

Progress update January 2022
Reviewed but no update required this quarter.

Progress update October 2021
Reviewed. No update required.

Progress update July 2021
The COMAH Plans are being rewritten in line with COMAH Regulations and are looking good for hitting the target of being published in December 2021 with a confirmatory Exercise (Ex Combine 22) taking place end of April 2022.
The Medway Council Major Emergency Plan (MEP) will be reviewed and republished taking in all relevant lessons identified by April 2022.
Lessons Identified process has been carried out for the Covid19 First & Second Waves with a separate Identified lessons for Covid19

STRATEGIC RISK: SR02: BUSINESS CONTINUITY AND EMERGENCY PLANNING **Mitigating Action: SR02.01**: Continued review and develop the Council's Major Emergency Plan (MEP) including any Lessons Identified
Lateral Flow Device (LFD) Testing. As mentioned previously available staff for responding to a Just now incident is a concern; working from home staff have asked to be taken off many Emergency Contacts also. Now a real concern with reference to a large-scale emergency.

STRATEGIC RISK: SR02: BUSINESS CONTINUITY AND EMERGENCY PLANNING **Mitigating Action: SR02.02**: Business continuity plans completed to implement the actions
Lead Officer: Chief Finance Officer
Desired Outcome: Expected Output All services will have an up-to-date and tested Business Continuity Plan. Business Continuity Management Policy agreed. Business Continuity Management principles and training provided to divisional management teams across the council ~~is ongoing~~. Corporate Recovery Plan in place. IT Recovery Plan in place. Reminder of the Civil Contingencies Category 1 Response roll is placed in all employment contracts. Emergency Planning and Business Continuity emphasised at new staff Corporate Induction. Project required to scope the full effects of the Agile/Hybrid Working from Home policy on Emergency Planning (EP) and BC (part of this will be delivered by Project Phoenix). **Milestones** Plans tested. Business Continuity Audit 2017 actions completed in 2018.
Progress update April 2022 Reviewed but no update required this quarter.
Progress update January 2022 Reviewed but no update required this quarter.
Progress update. A dashboard to monitor the refresh of business continuity plans by April each year is overseen by the Strategic Risk Management Group and reported six monthly to Corporate Management Team as part of the Corporate Risk Register. Assistant Directors are responsible for ensuring that the testing of plans has taken place. An annual presentation on Business Continuity is included at Service Managers'

STRATEGIC RISK: SR02: BUSINESS CONTINUITY AND EMERGENCY PLANNING **Mitigating Action: SR02.02**: Business continuity plans completed to implement the actions
Meeting in September each year. Service Managers are responsible for making staff aware of their Service's Business Continuity Plan and their roles and responsibilities within it. This also forms part of the induction for all new staff.

STRATEGIC RISK: SR17: DELIVERING REGENERATION
RISK OWNER: DIRECTOR OF PLACE AND DEPUTY CHIEF EXECUTIVE
PORTFOLIO: INWARD INVESTMENT, STRATEGIC REGENERATION AND PARTNERSHIPS
Current Residual Risk Score BII (Likelihood – high. Impact – major) The Regeneration programme and in particular Innovation Park Medway and the flagship waterfront developments are managed at Member, officer and partner level through individual boards and the projects are managed at a more operational level through officer groups and Regeneration, Culture and Environment (RCE) Directorate Management Team (DMT). Those schemes funded through the Local Enterprise Partnership (LEP) also ~~have to~~ adhere to a rigorous reporting process to ensure that they are on time and within budget. The advent of Covid19 ~~will place~~ placed additional pressures on the delivery of capital projects and therefore funding deadlines.
Inherent Risk Score BII Medway's regeneration plans seek to meet the needs of anticipated population growth of 50,000 people in Medway, with up to 20,000 jobs and 29,000 new homes in the next 20 plus years. There are challenges for the provision and maintenance of effective infrastructure. Particular areas of concern are flood protection, highways, health and water capacity. It is vital the benefits are felt by the population of Medway, so that the new jobs are not only filled by people from outside the area, and trends of commuting out are addressed. Economic uncertainty could delay regeneration and growth, impacting on strategic decisions and inward investment.
Target Residual Risk Score CII Failure by the council to deliver its ambitious regeneration plans would have a critical impact in Medway, by not delivering the housing, jobs and infrastructure required for its growing population. There is little that can be done to lessen this impact and so the focus must be on reducing the likelihood of failure to a more tolerable level. Dialogue will be opened with funding providers such as the South East Local Enterprise Partnership (SELEP) and Homes England (HE) regarding funding envelopes and delays to programmes relating to Covid19.
Trigger • The council fails to deliver its economic, skills and infrastructure regeneration programme. • House/property building companies start to delay developments. • Potential lack of companies wanting to locate in Medway.
Consequence • Regeneration projects are not completed. • Potential damage to the council's reputation. • Not able to meet member, government and the public's expectations.

STRATEGIC RISK: SR17: DELIVERING REGENERATION
• Deteriorating physical and infrastructure assets. • Investment wasted. • Young people are not catered for in the 'new world'. • Low skills base among some residents remains. • Disconnect between skills and employment opportunities. • Maintenance of low aspiration culture. • Increased commuting and pressure on transportation. • Negative impact on community cohesion.
Opportunities and the way forward The current regeneration programme is large and is being supplemented by the programme of works planned by Medway Development Company and the partnership with Norse Commercial Services. This means that the council's capacity is already stretched, however the council has demonstrated its appetite for a 'mixed economy' of approaches to deliver regeneration and new opportunities are being explored with other partners, including private sector organisations.

STRATEGIC RISK: SR17: DELIVERING REGENERATION **Mitigating Action: SR17.01**: Outline infrastructure needs identified
Lead Officer: Director of Place
Desired Outcome: Expected Output Identification of inward investment priorities. Progressing key regeneration sites and infrastructure plan jointly with Kent County Council (KCC). Production of the Infrastructure Delivery Plan (IDP) to support the Local Plan. **Milestones** Secure funding. 20-year development programme. Preparation of the IDP to support the submission of the Local Plan.
Progress update March 2022 The council are progressing well in the early stages of delivery of the Levelling Up Fund (LUF) round 1 projects: The Brook Theatre, Docking Station and Fitted Rigging House. Project Management Update documentation has been submitted to the Department of Levelling Up, Housing and Communities (DLUHC) and work on the legal agreements with partners is underway. The Future High Street Fund (FHSF) Chatham projects continue to progress with the Paddock Public Realm design due to be shared in summer 2022 and start

STRATEGIC RISK: SR17: DELIVERING REGENERATION
Mitigating Action: SR17.01: Outline infrastructure needs identified

work on site later this year. The marketing of the Innovation Park Medway (IPM) site is underway and various expressions of interest are being reviewed. The Housing Infrastructure Fund (HIF) scheme has concluded its second round of consultation and will share the outcome of that in summer 2022.

Progress update January 2022

The council was successful in one of its three Levelling Up Fund (LUF) bids; the Chatham Package of cultural projects including the Brook Theatre, Docking Station and Fitted Rigging House. This is despite being a priority 2 area and an overall success rate of one in three across national submissions. The Future High Street Fund (FHSF) Chatham projects continue to be progressed with a recent public consultation on Mountbatten House enabling works and the completion of the city centre public realm works. The physical delivery of Innovation Park Medway (IPM) continues with all public funding due to be spent by March 2022 and the marketing of the site for future tenants is ongoing. The Housing Infrastructure Fund (HIF) scheme is progressing with a second consultation now complete and the design stages for road and rail at RIBA 3 and GRIP 3 respectively. The deadline for delivery has been extended in consultation with Homes England (HE) and the Department for Housing, Levelling Up and Communities (DHLUC) to March 2025.

STRATEGIC RISK: SR17: DELIVERING REGENERATION
Mitigating Action: SR17.04: Work with strategic funding bodies to maximise the impact and income from external funding opportunities, in particular the Levelling-Up Fund and Community Renewal Fund.

Lead Officer: Director of Place

Desired Outcome: Expected Output

External financial arrangements to fund transformational programmes and deliver plans that are implemented on time and to budget. Create and protect long-term jobs in the private sector, and programmes which will deliver sustainable jobs and regeneration.

Milestones

Government announcement for Levelling-Up Round 2 submissions in 2022.

Progress update March 2022

The council continues with delivery of the Levelling Up Fund (LUF) round 1 Chatham Package of cultural projects: The Brook Theatre, the Docking Station and the Fitted Rigging House. Project Management Update documentation has been submitted to the Department of Levelling Up, Housing and Communities (DLUHC) and work on the legal agreements with partners the University of Kent and Chatham Historic Dockyard Trust are underway. LUF Programme Management meetings have been held and governance structures are in place. The council continues to work in partnership on the delivery of its Community Renewal Fund (CRF) projects. Medway Together is being delivered by University of Greenwich. Kent and Medway Partnership for Enterprise, Food and Health is being led by Kent County Council.

STRATEGIC RISK: SR17: DELIVERING REGENERATION

Mitigating Action: SR17.04: Work with strategic funding bodies to maximise the impact and income from external funding opportunities, in particular the Levelling-Up Fund and Community Renewal Fund.

The first monitoring submissions have been submitted to DLUHC. Due to delays in announcements, all UK CRF projects have been granted an extension to the delivery period, up to December 2022.

LUF round 2 was announced by the government in late March 2022. Bids must be submitted to the DLUHC by 6 July 2022. The council is working on expanding both bids previously submitted to LUF round 1 for re-submission to LUF round 2. Feedback from the government on both bids was extremely positive. Preparation on design work and costings for the Gillingham Open Lines project has begun. The project would convert a disused railway line into an active travel corridor and parkland, include enhanced public realm through Gillingham High Street and surrounding Gillingham Railway Station, as well as bring back into use derelict buildings, and improve connectivity across Gillingham and Medway more widely. The Innovation Park Medway (IPM) Gateway Building LUF round 2 submission will also include the Innovation Park Medway (IPM) Southern site.

The government has provided pre-launch announcement of the UK Shared Prosperity Fund (SPF). SPF allocations made to local authorities will be non-competitive; instead, councils will need to write an Investment Plan (IP) in order to access their allocation. Work on the IP and gathering and prioritisation of projects, in line with the recently refreshed Medway 2037 strategy suite of documentation has begun. The SPF announcement and further guidance on the IP is expected in spring 2022. The government has indicated that the IP will be required by summer 2022.

Progress update January 2022

The council submitted a bid to Levelling Up Fund (LUF) Round 1 in June 2021. In October it was announced that the council was successfully awarded £14.4m LUF across its Chatham package of three projects which aim to address the income, productivity and skills challenges Medway faces through investment in the cultural and creative industries, strengthening an existing cluster within Medway. The modernisation and refurbishment of the Brook Theatre, awarded £6.5m, will deliver affordable creative workspace to sit alongside digitally enhanced and upgraded accessible performance and rehearsal space. The Docking Station project, awarded £5.7m, will creatively repurpose an historic asset through delivering an innovative business incubation, research and teaching facility, and will promote collaboration between industry and academia, delivered by the University of Kent. The Fitted Rigging House, awarded £2.2m, is to be delivered by the Chatham Historic Dockyard Trust and is the second phase of a project that will bring back into use a Grade 1 listed building, to deliver a mix of larger format office floorplates, and aims to create a pathway for growth for creative industries to establish and upscale in Chatham. The three projects are progressing; a Programme Management Update document was submitted to the government and an inception meeting was held with the government in December 2021. Work on the funding agreement and Memorandum of Understanding is underway. Preparation has begun on a LUF Round 2 submission.

Despite Medway being a non-priority area, and with limited resource, the council submitted seven projects for Community Renewal Fund (CRF), two of which were successfully awarded funding. Kent and Medway Partnership for Enterprise, Food and Health is a joint project with Gravesham and Swale Borough Councils; Kent County Council is the lead authority and will be delivering the scheme. The project aims to build partnerships that strengthen local capacity to grow, process and use healthy food at affordable prices, and was awarded £540k. Medway Together is a joint project with the University of Greenwich that aims to create a tailored-made mentoring and a pilot approach that allows disadvantaged groups to gain real-world employment experience, specifically targeting individuals who are long-term

STRATEGIC RISK: SR17: DELIVERING REGENERATION
Mitigating Action: SR17.04: Work with strategic funding bodies to maximise the impact and income from external funding opportunities, in particular the Levelling-Up Fund and Community Renewal Fund.

unemployed, through developing people and businesses. The project was awarded £604k and is being delivered by the university with Medway Council as a partner. Funding agreements are being drawn up for both projects, alongside mirror agreements for partners. The funding announcement from the government was delayed, so the delivery period for projects has been extended to June 2022.

STRATEGIC RISK: SR17: DELIVERING REGENERATION
Mitigating Action: SR17.05: Working towards the adoption of the new Medway Local Plan.

Lead Officer: Director of Place

Desired Outcome: Expected Output

New Local Plan and Planning Policy Guidance adopted to guide Medway's sustainable growth.

To prepare the Medway Local Plan but noting that the timeframe as set out in the Local Development Scheme published in September 2021 needs to be updated.

Milestones

Publication of Draft Local Plan 2022.

Independent Examination of plan – 2022-23.

Progress update April 2022

Reviewed but no update required this quarter.

Progress update January 2022

The council is continuing its work on the Local Plan and is completing its evidence base, with the aim of having a draft plan for consideraton by our Counsel, the critical friend from the Planning Advisory Service (PAS), and an inspector, by spring 2022. This will then enable further discussion with members with the aim of presenting the draft plan to Full Council in late spring 2022. Subject to the agreement of Full Council, the Regulation 19 draft plan will then go out for a 12 week public consultation with the aim of reporting the plan and any modifications following consideration of the consultation comments to Full Council by late summer 2022. Submission to the Planning Inspectorate (PINS) could then take place with Examination In Public (EIP) starting and likely to run through the remainder of 2022 and into 2023, with potential adoption towards the end of 2023.

Officers have continued to liaise with representatives of the Department for Levelling Up Housing and Communities (DLUHC), the PAS and an advisory inspector with considerable experience in Local Plan examinations. The PAS has also had discussions at an all member briefing, with particular reference to the importance of getting a plan in place and the implications of not, particularly in relation to further speculative planning applications and resultant appeal decisions, along with the costs of defending those appeals. The critical friend appointed by the PAS to assist the council has provided initial comments on work undertaken so far and confirmed the good quality of that

STRATEGIC RISK: SR17: DELIVERING REGENERATION
Mitigating Action: SR17.05: Working towards the adoption of the new Medway Local Plan.

work.
Housing Delivery test 2022 has confirmed that Medway remains with the presumption in favour of sustainable development, despite an increase in housing delivery over the last two years.

STRATEGIC RISK: SR17: DELIVERING REGENERATION
Mitigating Action: SR17.08: Maintain successful track record of delivery to optimise future chances of funding bid success. This includes Future High Streets Fund investment in Chatham, Heritage High Streets Action Zone investment at Chatham Intra, LGF, GBF and GPF investment at Innovation Park Medway and HIF delivery on the Hoo Peninsula (see SR50 below)

Lead Officer: Director of Place

Desired Outcome: Expected Output
External financial arrangements secured to fund transformational programmes and deliver plans that are implemented on time and to budget. Create and protect long-term jobs in the private sector, and programmes which will deliver sustainable jobs and regeneration.

Milestones
Government announcement for Levelling-Up Round 2 submissions in 2022.

Progress update March 2022
The remaining live Local Growth Fund (LGF) projects include Strood Town Centre, Medway City Estate, and Innovation Park Medway (IPM). All LGF funds have been spent in line with the South East Local Enterprise Partnership (SELEP) delivery period (31 March 2022). Rochester Airport is complete with final snagging amendments underway.

The Getting Building Fund (GBF) projects include Britton Farm Mall and additional funding secured for IPM. Both projects spent all GBF by 31 March 2022.

Growing Places Fund (GPF) projects Rochester Riverside, Chatham Waterfront, IPM and Fitted Rigging House (FRH) are all complete. All council repayments were made by the 31 March 2022 deadline. The Chatham Historic Dockyard Trust (CHDT) made its first repayment for FRH in March 2022.

The council was awarded £14.4m Levelling Up Fund (LUF) for Chatham Package which includes The Brook Theatre, the Docking Station and the FRH. LUF Programme Management meetings have been held with partners, the governance structure is in place, and the legal funding agreements with delivery partners are underway.

LUF Round 2 was announced in March and submissions are required by 6 July 2022. Work on expanding two previously submitted LUF round 1 bids which received positive feedback from the Department for Levelling Up, Housing and Communities (DLUHC) has begun. These include Gillingham Open Lines and IPM Gateway Building and Southern Site.

The council was successful in two Community Renewal Fund (CRF) applications. Both CRF projects are being delivered by partners.

STRATEGIC RISK: SR17: DELIVERING REGENERATION

Mitigating Action: SR17.08: Maintain successful track record of delivery to optimise future chances of funding bid success. This includes Future High Streets Fund investment in Chatham, Heritage High Streets Action Zone investment at Chatham Intra, LGF, GBF and GPF investment at Innovation Park Medway and HIF delivery on the Hoo Peninsula (see SR50 below)

Legal work on the funding agreements with partners for each are underway.

Future High Streets Fund (FHSF) – The projects within the programme of works are progressing and the council continues to work closely with delivery partners, ensuring a holistic approach.

A Cabinet paper requesting authorisation to compulsory purchase a vacant unit on the high street was submitted in February 2022. The acquisition is now underway. A Public engagement survey for the Paddock Public Realm works ran in December 2021 to January 2022 to accommodate public feedback into the finalised design, where possible. The Public Realm design is currently being finalised and is due to be shared in summer 2022, with a start on site later this year and completing the works in 2023.

Design teams are in place for the projects and all projects are on track to be delivered within the allocated timeframe by March 2024.

Progress on the Housing Infrastructure Fund (HIF) programme continues across the Road, Rail and Environmental improvement interventions. The council continue to work closely with Homes England to monitor the programme and to maintain a strong relationship with the funder, the Ministry of Housing, Communities & Local Government (MHCLG). An additional year to the funding delivery window for HIF to March 2025 was granted by MHCLG.

Future funding streams will include the Shared Prosperity Fund. The pre-launch announcement has stated that it will be allocated to local authorities and allocations will be accessed via the production of an Investment Plan (IP). The funding will not be administered via Local Enterprise Partnerships as previous funding streams LGF, GPF and GBF. The Shared Prosperity Fund (SPF) announcement and further guidance on the IP is expected in spring 2022. Completion of the IP will be required by summer 2022. Development of projects that align with the recently refreshed Medway 2037 strategy suite is underway to feed into the IP, and support regeneration and growth for all in Medway.

Progress update January 2022

The remaining live Local Growth Fund (LGF) projects include Strood Town Centre, Medway City Estate, Innovation Park Medway and Rochester Airport, all of which will have spent LGF funds by March 2022.

The Getting Building Fund (GBF) projects include Britton Farm Mall and additional funding secured for Innovation Park Medway. Both are on track to have spent GBF funds by March 2022.

Growing Places Fund (GPF) projects Rochester Riverside, Chatham Waterfront, Innovation Park Medway and Fitted Rigging House are all underway and repayment schedules are on track.

Future funding streams may include the Shared Prosperity Fund, but it has not yet been decided by the government whether this would be administered via Local Enterprise Partnerships similar to LGF, GPF and GBF.

The council was awarded £14.4m Levelling Up Fund (LUF) for Chatham Package which includes the Brook Theatre, the Docking Station and the Fitted Rigging House. An inception meeting was held with the government in December 2021.

Preparation work for LUF Round 2 submission has begun.

STRATEGIC RISK: SR17: DELIVERING REGENERATION **Mitigating Action: SR17.08**: Maintain successful track record of delivery to optimise future chances of funding bid success. This includes Future High Streets Fund investment in Chatham, Heritage High Streets Action Zone investment at Chatham Intra, LGF, GBF and GPF investment at Innovation Park Medway and HIF delivery on the Hoo Peninsula (see SR50 below)
The council was successful in two Community Renewal Fund (CRF) applications, to be delivered by partners. Legal work on the funding agreements for each are underway. Future High Streets Fund (FHSF) – The projects within the programme of works are progressing and the council continues to work closely with delivery partners, ensuring a holistic approach. A Cabinet paper requesting authorisation to compulsory purchase (CPO) a vacant unit on the high street will be submitted in February. Public engagement events have been undertaken regarding public realm design to accommodate public feedback into the finalised design, where possible. The projects are on track to be delivered within the allocated timeframe by March 2024. Progress on the Housing Infractructure Fund (HIF) programme continues across the Road, Rail and Environmental improvement interventions. The council continue to work closely with Homes England to monitor the programme and to maintain a strong relationship with the funder, the Ministry of Housing, Communities & Local Government (MHCLG). An additional year to the funding delivery window for HIF to March 2025 was granted by MHCLG.

STRATEGIC RISK: SR47: CLIMATE CHANGE

RISK OWNER: ASSISTANT DIRECTOR FRONTLINE SERVICES

PORTFOLIO: COMMUNITY SERVICES

Current Residual Risk Score AII (Likelihood – very high. Impact – major)

Climate change is now a core Council Value.

Cabinet approved the Climate Change Action Plan in June 2021.

A Communications and Engagement Strategy needs to be produced to give a clear direction for the next stage of the project.

The Climate Change Action Plan needs to be implemented.

The 'Do It Now' actions within the Climate Change Action Plan need to be progressed.

The resourcing issues within the Climate Response team have been approved but recruitments need to be completed so that the Action Plan and Communications & Engagement Strategy can be progressed at speed.

Inherent Risk Score AII

- The council has signed up to the Kent and Medway Energy and Low Emissions Strategy which has the vision that 'by 2050 the county of Kent has reduced emissions to Net-Zero and is benefiting from a competitive, innovative and resilient low carbon economy, where no deaths are associated with poor air quality'. There is a risk that this vision will not be achieved.
- If a Climate Change Action Plan is not produced and implemented by the council, there is a risk that the net zero target will not be reached by 2050.
- The success of the Climate Change Action Plan will require collaboration between all services, residents of Medway and the Climate Change Coordinator to meet the net zero target by 2050.
- There is a risk that the organisation as a whole does not have the capacity/funding to fulfil the requirements of the Climate Change Action Plan which will put the intended outcome of being net zero by 2050 in jeopardy.

Target Residual Risk Score DIII

The Climate Change Action Plan was approved by Cabinet on 8 June 2021.

The current focus for the Climate Change Co-ordinator is working with the Communications team to produce the Communications and Engagement Strategy. However, the engagement process has already started with presentations being given to a number of different stakeholders including Medway Place Board, Medway Learning Partnership, Medway Champions, Child Friendly Partnership Board, Medway on the Map, and Services Managers.

Two Climate Response interns were hosted during the summer period, with one of the interns being successfully appointed during this time to the post of Climate Response Engagement Officer. The other intern completed their 12 week posting and contributed to a review of the Climate Change Action Plan. A Climate Response Support Officer was also successfully appointed and has started in post.

A lead officer has been given ownership for each priority area within the action plan, and they have been tasked with setting up a subgroup for their priority area, to ensure that the actions are progressed. To date, subgroups have been set up for Priority areas 9 – Supporting Low Carbon Business, 10 – Communications, and 8 - Green Infrastructure.

STRATEGIC RISK: SR47: CLIMATE CHANGE
Trigger • Climate Change Action Plan not produced and implemented. • Funding not available to implement Climate Change Action Plan. • The council fails to deliver the Climate Change Action Plan and the vision set out in the Kent and Medway Energy and Low Emissions Strategy. • Staffing resources not available to implement/drive the Climate Change Action Plan forward. • Lack of support for the climate change agenda. • Project impacted by Covid19; staff being redeployed, and funding reduced. • Brexit may have a negative impact on achieving the net zero target by 2050 – UK's exit from the single market may have an impact on trade for low-carbon goods.
Consequence • Potential damage to the council's reputation. • Not able to meet members', government's and the public's expectations. • Net zero by 2050 is not achieved.
Opportunities and the way forward Leading the way with Climate Change will give the council the opportunity to provide the local community with a clean, green sustainable future and enhance the Medway area. Some of the options which will support climate change may also have the additional benefit of saving the council money in the longer term, such has been seen by the conversion to Light-Emitting Diode (LED) lighting on street columns.

STRATEGIC RISK: SR47: CLIMATE CHANGE **Mitigating Action: SR47.02**: Implementation of a five-year cross cutting Climate Change Action Plan setting out medium and long term outputs to achieve measurable change
Lead Officer: Head of Environmental Services
Desired Outcome: Expected Output Medway to achieve the net zero target by 2050. Measures within the Climate Change Action Plan to be implemented and carbon savings measured. Annual reporting on progress made towards net zero target. **Milestones** Climate Change Members Advisory Board meetings, Climate Change Steering Group meetings and Council Plan quarterly reporting.

STRATEGIC RISK: SR47: CLIMATE CHANGE

Mitigating Action: SR47.02: Implementation of a five-year cross cutting Climate Change Action Plan setting out medium and long term outputs to achieve measurable change

Progress update March 2022

The Climate Change Action Plan has been refreshed and the actions have been updated to reflect progress and to ensure that they are achievable within the timescales and available funding. 27 "Do It Now" actions (out of 126) have been completed and removed or updated to reflect the next stage of activity. The wording of some actions has been refined or actions combined for clarity and to eliminate duplication. Business as Usual actions have also been re-grouped at the beginning of the plan. The plan also takes into account feedback received through various engagement and benchmarking channels. The Action Plan is due to go to Cabinet in June 2022.

Progress update December 2021

Work has commenced on the refresh of the Climate Change Action Plan to ensure that the measures within the plan are fit for purpose, have the appropriate resources, timescales and any additional measures are incorporated. The refresh of the action plan will be completed in Q4.

STRATEGIC RISK: SR47: CLIMATE CHANGE

Mitigating Action: SR47.03: Drive the Air Quality Action Plan (AQAP) forward to effect improvement in Air Quality across Medway.

Lead Officer: Head of Environmental Services

Desired Outcome: Expected Output

To monitor the 12 projects within the AQAP.

To collect data monthly from air quality monitoring sites.

In real time collect data from two air quality monitoring stations and publish on Kentair.org.

Produce annual status report (which includes updates on 12 projects and air quality data) and submit to Department for Environment, Food & Rural Affairs (DEFRA) for validation by June each year.

Milestones

Annual air quality measures reported to DEFRA by June each year. DEFRA then publish validated data in August/September each year.

Progress update March 2022

DEFRA Air Quality Funding bids were successful to a total value of £127,510, for two projects: a Taxi and Private Hire Ultra Low Emission Vehicle Feasibility Study, and an anti-idling signage project in the Rainham Air Quality Management Area. These projects will support measures within the AQAP.

Progress update December 2021

The annual status report has been approved by DEFRA and the council received positive feedback on the report.

STRATEGIC RISK: SR49: INCOME REDUCTION DUE TO COVID19
RISK OWNER: CHIEF OPERATING OFFICER
PORTFOLIO: LEADER'S
Current Residual Risk Score CII (Likelihood – significant. Impact – major) The government's sales, fees and charges income compensation scheme remained in operation during the first quarter of 2021/22. This compensation scheme requires local authorities to absorb the first 5% of any losses, but then pays 75p for every £1 of income lost. Income losses considered commercial are not covered by the scheme. Beyond this date, the scheme ceased. Since the current residual risk score matches the target residual risk score, ~~the SRMG recommendation is that this risk is removed from strategic monitoring and returns to directorate monitoring~~ Corporate Management Team (CMT) were asked to consider removing the risk from the strategic risk register. CMT agreed that it should remain until there was more certainty that there would be no further waves.
Threat / Inherent Risk Following substantial falls in direct government grants from 2010-11 onwards, locally generated income from sales, fees and charges, and through more commercial investment activity has become a fundamental element of the council's budget. Front line services including leisure, parking and cultural services are budgeted to produce in excess of £13m of revenue income. The council has experienced financial pressures from falling income in recent years, particularly in leisure services following the introduction of budget gyms in the sector whose charging structures are difficult to compete with, and in parking income as shopping and working habits have changed. Medway Council's investment activity is primarily delivered to support the regeneration of the area, while also being budgeted to contribute more than £1m to the council's revenue budget. Regulatory bodies in the sector have highlighted those commercial activities and investments bring exposure to volatility in terms of revenue rental income and on any reductions in asset values on the balance sheet. The council's exposure to investments is limited to property investments, both directly and through managed property funds however where the asset value of managed property funds falls, accounting standards now require any loss to be reflected in the Income & Expenditures (I&E), meaning for Medway this would be a cost to the general fund. A temporary statutory override is currently in place, but this expires at the end of the 2022/23 financial year. The restrictions brought in to control the spread of Covid19, and the resultant economic impact have resulted in significant shortfalls in income across all services throughout 2020/21, along with increased risk around income from property investments.
Inherent Risk Score: AI
Target Residual Risk Score: CII
Trigger

STRATEGIC RISK: SR49: INCOME REDUCTION DUE TO COVID19
Restrictions in place to reduce the spread of Covid19 require the closure of income generating facilities, and/or where facilities are open social distancing measures reduce the number of visitors. Events impacting the economy (such as the Covid19 pandemic) may result in business failures, impacting rental income. The statutory override granted on accounting for property funds ends before the council's property fund investments break even or turn a profit.
Consequence • Reduction in / loss of rental income creating budget pressures. • Negative impact on satisfaction ratings, and high levels of complaints. • Services not provided at an acceptable level / facilities lack investment. • Accreditation impacts. • Long-term loss of business. • Reduction in asset value of managed property funds. • Criticism from regulatory bodies including external audit.
Opportunities and the way forward ~~Services are currently prioritising to ensure the safe ongoing / return to operation following the latest restrictions.~~ Income has largely returned to pre-Covid19 levels, although there is now a 'hangover' in terms of debt collection, particularly in terms of rental income. Officers are working with tenants and other debtors to recover income due.

STRATEGIC RISK SR49: INCOME REDUCTION DUE TO COVID19 **Mitigating Action: SR49.01**: Priority is being given to structuring our operations to provide customers with confidence about returning to Covid19 compliant facilities and events. The focus is on restoring income levels in 2022/23, as the council and local economy recovers from the effects of the pandemic. This will require ongoing support from the Communications and Marketing team.
Lead Officer: Assistant Director Culture and Community
Desired Outcome: Expected Output The outcome from this is dependent on the speed at which the restrictions are eased and consideration of the restrictions that may remain in place throughout 2021/22. High levels of awareness will be maintained amongst residents about new regulations and service provision as we move out of lockdown. Milestone: 19th July in response to new government guidance.
Progress update April 2022 As part of the budget build for 2022/23, it was agreed that £50,000 would be added to the communications and marketing budget to

increase activity and maintain and grow income from activity such as leisure services.

Progress update December 2021

The current indications suggest that income generating activities are recovering well and as we learn more about the latest Coronavirus variant, the likelihood of further serious restrictions is reducing. The income budgets for next year are being reset at historic levels with a significant degree of confidence and consideration should be given to reporting this action as discharged.

~~**STRATEGIC RISK: SR49: INCOME REDUCTION DUE TO COVID19**~~

~~**Mitigating Action: SR49.02**: Medway's cultural programme and events losses will be minimised by developing new models for delivery.~~

~~**Lead Officer**: Assistant Director Culture & Community~~

~~**Desired Outcome: Expected Output**~~

~~At some point in 2021/22 we will be able to deliver an alternative theatre and events programme that is Covid19 compliant.~~

~~**Milestones**~~

~~22nd February – new government guidance.~~

~~**Progress update April 2022**~~

~~Action discharged.~~

~~**Progress update December 2021**~~

~~Alternatives were developed and implemented, whilst the risk of further serious restrictions has reduced. This action could be considered discharged.~~

~~**STRATEGIC RISK: SR49: INCOME REDUCTION DUE TO COVID19**~~

~~**Mitigating Action: SR49.03**: Alternative uses will be identified for leisure centres and car parks during the pandemic e.g. testing centres, vaccination centres etc. to attract income or minimise any additional costs to Medway Council.~~

~~**Lead Officer**: Assistant Director Culture and Community~~

~~**Desired Outcome: Expected Output**~~

~~Medway facilities are already being used for alternative purposes and this will continue for the foreseeable future. Milestone: July 2021: Upnor Castle hoping to reopen, and Visitor Information Centre seeking to reopen fully. October 2021 scheduled reopening of Eastgate House. The coach park will remain a testing centre for the remainder of the financial year until Covid19 requirements change or facilities can revert to business as usual.~~

~~**Progress update April 2022**~~

~~Action discharged.~~

~~Progress update December 2021~~

~~As the risk of further serious restrictions has reduced and our facilities have been reopened for the original purposes, this action could be considered discharged.~~

STRATEGIC RISK: SR49: INCOME REDUCTION DUE TO COVID19

Mitigating Action: SR49.04: In the next financial year, a smart parking pilot will be implemented.

Lead Officer: Assistant Director Frontline Services

Desired Outcome: Expected Output

This will hopefully attract more motorists into the key town centre car parks to pay by card or to take advantage of frictionless options i.e., to set up an account.

Progress update April 2022

Rollout of smart parking solutions in Rochester car parks has commenced.

Progress update December 2021

The early indications are that the smart parking pilot has been a success. Although limited evidence at this stage, the breakdown of payments at the Rochester multi-story during the first week of December was as follows: Card 69.5%, Contactless 19.2%, 'Go Mobon' Mobile App 9.4%, Cash 1.3% and Autopay 0.6%, which suggests that 'cashless' car parks could definitely work. Generally, our car park income has recovered well. Further rollout in Rochester is expected by the end of the financial year.

STRATEGIC RISK: SR49: INCOME REDUCTION DUE TO COVID19

Mitigating Action: SR49.05: Enhanced promotion of our Front-Line trading services e.g. weddings, green space sports (tennis, pitch and put, football pitches)

Lead Officer: Assistant Director Frontline Services / Assistant Director Culture and Community

Desired Outcome: Expected Output

Promotion activity will encourage usage once restrictions are lifted.

People will book and re-book weddings; this shall increase income once restrictions are lifted.

Progress update April 2022

As part of the budget build for 2022/23, it was agreed that £50,000 would be added to the communications and marketing budget to increase activity and maintain and grow income from activity such as leisure services.

Progress update December 2021

The service has been working closely with Communications and Marketing colleagues on a programme to increase take-up and generate more income.

STRATEGIC RISK: SR49: INCOME REDUCTION DUE TO COVID19 **Mitigating Action: SR49.06**: Adults' Social Care
Lead Officer: Assistant Director Adult Social Care
Desired Outcome: Expected Output There is an increase in debt because of social care clients being unable to access bank / post office due to shielding. All debt is recorded and pursued through the Adult Social Care (ASC) debt recovery process. However, debt recovery officers are unable to visit clients to establish repayment plans.
Progress update April 2022 Reviewed but no update required this quarter.
Progress update December 2021 Continuing with our light touch approach to debt recovery, we have reviewed outstanding debt, and some has been progressed to be written off. Visits continue to be difficult due to the pandemic. Adult social care contributions is one of a number of areas of focus for the newly constituted Corporate Debt Forum and work will be taking place to improve processes for monitoring and collection income.

STRATEGIC RISK: SR50: DELIVERING £170M HOUSING INFRASTRUCTURE FUND (HIF) PROGRAMME
RISK OWNER: ASSISTANT DIRECTOR REGENERATION
PORTFOLIO: LEADER
Current Residual Risk Score CII (Likelihood – significant. Impact – major) The Housing Infrastructure Fund (HIF) programme is managed at Member, officer and partner level through individual boards, and managed at a more operational level through officer groups and Regeneration, Culture and Environment (RCE) Directorate Management Team (DMT). The HIF programme is funded by Homes England and must adhere to a rigorous reporting process to ensure that projects are progressing to deliver on time and within budget.
Threat / Inherent Risk Medway's successful HIF bid was approved by central government (Ministry of Housing, Communities & Local Government (MHCLG)) in November 2019 and the Grant Determination Agreement (GDA) securing £170m, was signed by Homes England and the council in late July 2020. The secured forward funding will significantly improve the Hoo Peninsula's transport connections and environmental infrastructure and will support sustainable housing growth of up to 10,600 homes on the Peninsula. Homes England require the £86m highways infrastructure, £64m rail intervention and £14m environmental improvements to be delivered by 31 March 2024. There are challenges to the successful delivery of the HIF programme. A key risk is that it may not be possible to deliver all the required improvements within the £170m budget. The HIF GDA states that the first 1% (£1.7m) of any overspend must be funded by the council. For any overspend beyond this, additional funding sources may be sought. The HIF programme is required by Homes England to be delivered within the funding period. Delays to the programme may be caused at various stages for each of the delivery streams, which could potentially lead to slippage beyond the delivery deadline. The HIF infrastructure will create significant benefits for the local area, however, there is a risk that the HIF-funded infrastructure alone will not fully create the sustainable community that it aims to.
Inherent Risk Score: BII
Target Residual Risk Score: CII Failure to deliver the HIF programme would have a critical impact in Medway, by not delivering the infrastructure required to enable housing for its growing population. There is little that can be done to lessen this impact, so the focus must be on reducing the likelihood of failure.
Trigger Each of the delivery streams – Rail, Road and Strategic Environmental Management Scheme (SEMS) – are in the early stages of delivery. Work across all three interventions continues with Rail Governance for Railway Investment Projects (GRIP) stage 4 commenced, Road Royal Institute of British Architects (RIBA) stage 4 commenced, the planning application for SEMS Phase 1 submitted in December 2020 and design for SEMS Phase 2 is ongoing.
Consequence

STRATEGIC RISK: SR50: DELIVERING £170M HOUSING INFRASTRUCTURE FUND (HIF) PROGRAMME
Various issues may arise during the detailed design process for each of the delivery streams. If for any reason, the projects are not able to deliver within the funding period or within the £170m budget, the HIF infrastructure and improvements to enable sustainable housing growth on the Peninsula, might not be delivered. This would mean the council is unable to meet the housing requirement for population growth in Medway. It would also cause reputational damage to both the council and funder Homes England.
Opportunities and the way forward The HIF-specific increase in S106 developer contributions provides a significant opportunity to deliver sustainable growth on the Peninsula, beyond the HIF rail, road and environmental interventions. There is the potential that S106 could fund further improvement in Hoo.

STRATEGIC RISK: SR50: DELIVERING £170M HOUSING INFRASTRUCTURE FUND PROGRAMME **Mitigating Action: SR50.01**: Value engineer across the delivery streams throughout the design process.
Lead Officer: Head of HIF and Regeneration Delivery
Desired Outcome: Expected Output Appoint appropriate consultants to ensure the HIF programme remains within budget and identify potential cost savings across the delivery streams where possible.
Milestones - Rail GRIP 4 June 2022. - Road Planning Applications June 2021. - SEMS Phase 1 Planning Approvals May 2021, SEMS Phase 2 commence Planning August 2021.
Progress update March 2022 The rail scheme gained approval to GRIP 3 in March 2022. This is a significant step forward for the scheme. Work will now focus on GRIP 4. This means Design Freeze has been achieved on the rail programme. Five phases of the highways scheme have achieved design freeze with the remaining phase expected to achieve this shortly. Design work on the second SEMS scheme is well advanced with consultation expected in spring 2022.
Progress update January 2022 The work on the Housing Infrastructure Fund (HIF) programme is continuing at pace, with GRIP3 submitted for consideration in December 2021. This is a significant step forward. The team completed a six-week consultation process from 29 November 2021 until 10 January 2022, the results of which will now be analysed.

STRATEGIC RISK: SR50: DELIVERING £170M HOUSING INFRASTRUCTURE FUND PROGRAMME

Mitigating Action: SR50.02: Reviewing full HIF programme, identify where possible, processes to run in parallel.
Lead Officer: Head of HIF and Regeneration Delivery
Desired Outcome: Expected Output Appoint appropriate consultants to ensure the HIF programme remains on schedule, and to identify potential time savings across the delivery streams where possible.
Milestones - Rail GRIP 4 June 2022. - Road Planning Applications June 2021. - SEMS Phase 1 Planning Approvals May 2021, SEMS Phase 2 commence Planning August 2021.
Progress update March 2022 Having achieved design freeze across the majority of the scheme, the team are now engaged in a thorough review of the onward programme and budget. This will be reported on in summer 2022.
Progress update January 2022 The work on the HIF programme is continuing at pace, with GRIP3 submitted for consideration in December 2021, this is a significant step forward. The team completed a six-week consultation process from 29 November 2021 until 10 January 2022, the results of which will now be analysed.

STRATEGIC RISK: SR50: DELIVERING £170M HOUSING INFRASTRUCTURE FUND PROGRAMME **Mitigating Action: SR50.03**: Work with Planning department to ensure growth on the Peninsula is delivered sustainably.
Lead Officer: Head of HIF and Regeneration Delivery
Desired Outcome: Expected Output Work in sync with the Local Plan Policy team on the Hoo Development Framework, Infrastructure Delivery Schedule, Infrastructure Delivery Plan and developer contributions and obligations guidance. Wider S106 uplift developer contributions will be used to further ensure a sustainable community is built on the Peninsula. **Milestones** - Draft Local Plan published autumn 2021.
Progress update March 2022 The HIF team continue to work well with the planning team to ensure their planning strategy and approach meets the requirements of the local planning authority (LPA).
Progress update January 2022

Reviewed but no update required this quarter
Progress update October 2021 The HIF team continue to work with the Local Plan Policy team to ensure that development brought forward in the Hoo Peninsula is well planned and focuses on quality sustainable development.

STRATEGIC RISK: SR52: A NEW SEVERE PANDEMIC, E.G. FLU, COVID-XX, MERS OR OTHER, MORE SERIOUS THAN COVID-19

RISK OWNER: DIRECTOR OF PUBLIC HEALTH

PORTFOLIO: ADULTS' SERVICES

Current Residual Risk Score BI (Likelihood – high. Impact – catastrophic)

The Covid19 pandemic has demonstrated that once a highly infectious disease enters the country it will be difficult to prevent it from reaching our population in Medway. Therefore, the likelihood with the current measures that Medway will be affected remains high (B). Our response to Covid19 has shown that measures taken locally can, however, limit the impact that it will have on the population and the economy. Measures include testing, contact-tracing, responding to outbreaks in specific settings, and providing a support hub for residents in need. However, if there was a future pandemic with a higher fatality rate, the current measures would be insufficient to reduce the impact of a catastrophic pandemic.

Inherent Risk Score: BI

We know now how to respond to an epidemic with a similar severity to Covid19, but it is entirely possible that we will face a more severe pandemic in the future. There have been a number of epidemics that have had a considerable effect on human populations through history. The most recent has been Covid19 which has led to an increase in deaths and considerable economic impact. As severe as Covid19 has been, the mortality rate has been relatively low. There have been previous pandemics that have resulted in much higher mortality rates; for example, the Black Death (bubonic plague) is estimated to have killed 30% to 60% of the European population, and the 1918 flu pandemic was atypically fatal to those aged 20–40 years. The case fatality rate of Covid19 was about 2% in the UK, whereas the fatality rate for MERS, another coronavirus which had outbreaks in 2012 and 2015, is about 35%. The population of the world is large and increasing, and there are increasing numbers of people living in densely-populated urban areas, which increases the chances of a novel infection developing and spreading. Also, until recently, there has been increased international travel, which increases the chances of infectious diseases spreading globally. It is therefore highly likely that at some point in the future there will be an outbreak of an infectious disease that is more fatal than Covid19, that may result in more deaths and greater economic harm than we have seen with Covid19. The likelihood of this happening at some point in the future is high, but the likelihood of it happening in any given year is probably low. The national risk assessment highlights the most likely pandemic to affect the UK will arise as a result of influenza, whether seasonal or a new novel strain.

Target Residual Risk Score: BIII

It is not possible for us in Medway to reduce the risk that this will happen at some point in the future, so the likelihood of the risk remains high (B). It may be possible to reduce the impact to moderate (III), however, this is dependent on the severity of a new pandemic. If there is a pandemic caused by a virus that is as infectious as Covid19 and has the fatality rate of MERS, it would be difficult to manage the impact. In such a case, immediate and extreme lockdown would be required until a vaccine has been developed. The definition of who is an essential worker would need to be considered very carefully. This would have implications for the provision of food and other essential supplies, especially for those who are vulnerable. The economic impact would be considerable, in the short-term through cessation of most economic activity, and in the longer-term through the loss of a significant proportion of the workforce.

STRATEGIC RISK: SR52: A NEW SEVERE PANDEMIC, E.G. FLU, COVID-XX, MERS OR OTHER, MORE SERIOUS THAN COVID-19
Trigger A new severe infectious disease pandemic with a high fatality rate (higher than or similar to, Covid19) for which we have no vaccine.
Consequence • Increased mortality, leading to pressure on the death management system, in particular body storage and funerals. • Inability to run essential services, including the provision of food supplies, social care and hospital care. • Potential for disorder, violence and looting, if food and other supplies run low. • Severe impact on the local economy. • Potential severe impact on council finances if the government does not provide additional funding.
Opportunities and the way forward • Medway Public Health set up a local test and trace contact-tracing team, in line with, and often influencing, national guidance. Public Health England is being disbanded. The primary body with a national lead to respond to infectious diseases that impact on human health will sit with is the UK Health Security Agency (UKSHA). There is currently a national and regional debate linked to developing resilience within local authorities to support health protection action at the local level. It is possible that local authorities will be asked (or told) to continue to run contact-tracing for outbreaks of all kinds. If this happens, it may be worth considering combining the Environmental Health team and related functions with Public Health. • The risk to food supplies during a pandemic could be reduced by encouraging those who are able to maintain a four-week supply of tinned, frozen and dried food on an on-going basis pre-pandemic to do so. This would mean that in a severe pandemic the supply chain could focus on providing food for those who are not able to maintain such a store. • The development of local networks and use of new technology to connect communities and support volunteers should be built on and harnessed for future local resilience.

STRATEGIC RISK: SR52: A NEW SEVERE PANDEMIC, E.G. FLU, COVID-XX, MERS OR OTHER, MORE SERIOUS THAN COVID-19 **Mitigating Action: SR52.01**: Ensure that council systems are able to produce a list of vulnerable people
Lead Officer: Consultant in Public Health. Assistant Director Adult Social Care.
Desired Outcome: Expected Output Early on in the Covid19 pandemic the Public Health team set up a hub to support vulnerable people with food deliveries and to determine if they have other needs. Vulnerable people were identified from council housing data (those aged 70 and above on housing benefit or council tax reduction), and a second set of clinically vulnerable people was identified by the National Health Service (NHS). Social care clients can be identified from Mosaic, and would normally be followed up by social workers, but in a very severe pandemic with a very high fatality rate in people of working age, it may not be possible to provide care for all clients, e.g. if social care workers are reluctant to leave home and risk infection. It will therefore be important to be able to produce a list of clients from Mosaic who need daily social care visits, and to be able to determine the minimum frequency that clients can be visited over a four-week period.

~~STRATEGIC RISK: SR52: A NEW SEVERE PANDEMIC, E.G. FLU, COVID-XX, MERS OR OTHER, MORE SERIOUS THAN COVID-19~~ **~~Mitigating Action: SR52.01~~**~~: Ensure that council systems are able to produce a list of vulnerable people~~
~~The option to utilise NHS information systems to ensure triangulation with NHS colleagues on vulnerable lists.~~
~~Progress update December 2021~~ ~~Reviewed but no update required this quarter.~~
~~Progress update September 2021~~ ~~Reviewed but no update required this quarter.~~